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# SANTA CLARA

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**1987-1988**

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**Leavey School of Business  
and Administration  
Graduate Programs**

**For information:**

**Leavey School of Business  
and Administration  
Graduate Education  
Santa Clara University  
Santa Clara, California 95053  
(408) 554-4500**

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SANTA CLARA UNIVERSITY  
Thomas and Dorothy Leavey  
School of Business  
and Administration  
Graduate Programs  
1987-88

Santa Clara, California 95053



# ■ Contents

<b>Academic Calendar .....</b>	<b>7</b>
<b>A Message from the Dean.....</b>	<b>11</b>
<b>1. Santa Clara University .....</b>	<b>13</b>
Statement of Purpose .....	13
Historical Perspective .....	14
Campus Location .....	16
<b>2. The MBA Program at Santa Clara .....</b>	<b>17</b>
Professional Orientation .....	17
Academic Standards.....	17
Accreditation .....	17
Student Body.....	17
Alumni.....	19
What Santa Clara MBA Graduates Say .....	20
<b>3. Admissions.....</b>	<b>22</b>
General Requirements .....	22
Completing an Application File.....	22
Application Deadlines.....	23
Admissions Decision.....	23
Contingent Acceptance.....	23
Deferring Admission.....	23
Request for Reconsideration .....	23
<b>4. Financial Information .....</b>	<b>24</b>
Tuition and Fees .....	24
Other Fees .....	24
Refunds.....	25
Financial Aid .....	25
Scholarships.....	26
Loans.....	26
College Work-Study Program .....	26
Deadlines .....	26
Veterans and Veterans' Dependents Assistance.....	26
<b>5. Academic Information .....</b>	<b>28</b>
Placement.....	28
Student Records.....	29
Academic Regulations.....	30

Academic Standing .....	30
Grading .....	30
Residency Requirements .....	30
Incompletes .....	31
Withdrawals.....	31
Leaves of Absence .....	31
Readmittance .....	31
Concurrent Enrollment .....	32
Student Petitions and Grievances .....	32
 <b>6. MBA Curriculum .....</b>	 33
Prerequisites .....	33
New Student MBA Orientation .....	33
Orientation Objectives .....	33
Electives .....	34
Capstone Course .....	34
Curriculum Courses .....	35
Concentration in Accounting .....	36
Course Waivers .....	36
Waivers of Tool Courses .....	37
Waivers of Required Courses .....	37
Equivalency Rules.....	38
Graduate Transfer Credit .....	40
 <b>7. MBA Program in Agribusiness .....</b>	 41
Admission .....	41
Curriculum.....	41
Agribusiness Curriculum Courses .....	42
 <b>8. J.D.-MBA Combined Degree Program .....</b>	 43
Admission .....	43
General Requirements .....	43
Combined Curriculum .....	44
 <b>9. Executive Development Center .....</b>	 45
 <b>10. Business Student Organizations.....</b>	 46
Beta Gamma Sigma.....	46
Finance Club .....	46
MBA Association .....	46
Women in Management .....	46

<b>11. Course Descriptions.....</b>	<b>47</b>
Accounting .....	47
Decision and Information Sciences.....	49
Economics .....	51
Finance.....	54
Management.....	56
Marketing .....	58
Interdisciplinary Courses .....	60
Institute of Agribusiness .....	60
<b>12. University Religious, Social, and Cultural Life .....</b>	<b>62</b>
Campus Ministry .....	62
Student Life .....	62
Athletics .....	63
Student Activities .....	63
Student Organizations.....	63
Student Resources and Services.....	64
Career Development and Placement Center.....	65
Counseling Services and Programs .....	65
Student Health Center .....	65
Student Resource Center .....	66
Black Student Resources .....	66
Chicano Student Resources.....	66
Disabled Student Resources .....	66
International Student Resources.....	67
Off-Campus Student Resources.....	67
Women Student Resources .....	67
Teaching and Learning Center .....	67
<b>13. Facilities.....</b>	<b>68</b>
Adobe Lodge .....	68
Benson Memorial Center.....	68
Classroom Buildings .....	68
Computing Facilities.....	68
Cowell Health Center .....	69
de Saisset Museum.....	69
Leavey Activities Center .....	69
Louis B. Mayer Theatre .....	70
Mission Santa Clara .....	70
Nobili Hall.....	70
Michel Orradre Library .....	70
Ricard Memorial Observatory .....	71
Buck Shaw Stadium .....	71

<b>Accreditations and Memberships.....</b>	72
<b>Officers.....</b>	73
<b>Board of Trustees.....</b>	74
<b>Board of Regents.....</b>	75
<b>Advisory Board .....</b>	77
<b>Faculty.....</b>	79
<b>Index .....</b>	85
<b>Map.....</b>	<i>Following Index</i>

# Academic Calendar 1987-88

## FALL QUARTER 1987

August 29	Saturday	New student orientation
September 2-15	Wednesday-Tuesday	Mail registration
September 7	Monday	Labor Day; administrative holiday
September 12	Saturday	Leveling examinations
September 24	Thursday	Instruction begins
September 24, 28, 29	Thursday, Monday, Tuesday	Late registration, 12 p.m.- 7 p.m.
September 29	Tuesday	Last day to add or change Tuesday-Thursday classes
September 30	Wednesday	Last day to add or change Monday-Wednesday classes
October 9	Friday	Last day to petition for graduate degrees to be conferred in December 1987 and March 1988
October 13	Tuesday	Last day to withdraw with partial refund (Tuesday-Thursday classes)
October 14	Wednesday	Last day to withdraw with partial refund (Monday-Wednesday classes)
October 22	Thursday	Last day to submit incomplete spring quarter and summer session 1987 work to professors
October 29	Thursday	Last day to remove spring quarter and summer session incompletes (faculty)
November 23	Monday	Last day to withdraw from classes without instructor's signature
November 26-27	Thursday-Friday	Thanksgiving recess; academic and administrative holidays
November 30- December 11	Monday-Friday	Mail registration (winter quarter)
December 3	Thursday	Classes end

December 7-9	Monday-Wednesday	Fall quarter examinations
December 14	Monday	Fall quarter grades due
December 24-25	Thursday-Friday	Christmas recess; administrative holidays
December 31- January 1	Thursday-Friday	New Year's recess; administrative holidays

**WINTER QUARTER 1988**

November 30- December 11	Monday-Friday	Mail registration
December 2	Wednesday	New student orientation
December 5	Saturday	Leveling examinations
January 4	Monday	Instruction begins
January 4-6	Monday-Wednesday	Late registration, 12 p.m.- 7 p.m.
January 6	Wednesday	Last day to add or change Monday-Wednesday classes
January 7	Thursday	Last day to add or change Tuesday-Thursday classes
January 15	Friday	Last day to petition for graduate degrees to be conferred in June 1988
January 18	Monday	Martin Luther King's Birthday; academic and administrative holiday
January 20	Wednesday	Last day to withdraw with partial refund (Monday-Wednesday classes)
January 21	Thursday	Last day to withdraw with partial refund (Tuesday-Thursday classes)
February 1	Monday	Last day to submit incomplete fall quarter 1987 work to professors
February 8	Monday	Last day to remove fall quarter incompletes (faculty)
February 15	Monday	Presidents' Day; academic and administrative holiday
February 29- March 14	Monday-Monday	Mail registration (spring quarter)

March 2	Wednesday	Last day to withdraw from classes without instructor's signature
March 15	Tuesday	Classes end
March 16-18	Wednesday-Friday	Winter quarter examinations
March 23	Wednesday	Winter quarter grades due

## SPRING QUARTER 1988

February 29- March 14	Monday-Monday	Mail registration
March 5	Saturday	Leveling examinations
March 12	Saturday	New student orientation
March 28	Monday	Instruction begins
March 28-30	Monday-Wednesday	Late registration, 12 p.m.-7 p.m.
March 30	Wednesday	Last day to add or change Monday-Wednesday classes
March 31	Thursday	Last day to add or change Tuesday-Thursday classes
April 1	Friday	Good Friday; administrative holiday
April 13	Wednesday	Last day to withdraw with partial refund (Monday-Wednesday classes)
April 14	Thursday	Last day to withdraw with partial refund (Tuesday-Thursday classes)
April 25	Monday	Last day to submit incomplete winter quarter 1988 work to professors
May 2	Monday	Last day to remove winter quarter 1988 incompletes (faculty)
May 25	Wednesday	Last day to withdraw from classes without instructor's signature
May 30	Monday	Memorial Day; academic and administrative holiday
June 4	Saturday	Graduate Commencement
June 7	Tuesday	Classes end
June 8-10	Wednesday-Friday	Spring quarter examinations
June 15	Wednesday	Spring quarter grades due

**SUMMER SESSION 1988**

May 31–June 10	Tuesday–Friday	Mail registration
June 1	Wednesday	New student orientation
June 4	Saturday	Leveling examinations
June 16	Thursday	Last day to petition for graduate degrees to be conferred in August 1988
June 20	Monday	Instruction begins
June 20–21	Monday–Tuesday	Late registration and add period, 12 p.m.–7 p.m.
July 4	Monday	Independence Day; administrative and academic holiday
July 7	Thursday	Last day to withdraw with partial refund (Tuesday–Thursday classes)
July 13	Wednesday	Last day to withdraw with partial refund (Monday–Wednesday classes)
July 27	Wednesday	Last day to withdraw from classes without instructor's signature
August 9	Tuesday	Classes end
August 10–11	Wednesday–Thursday	Summer session examinations
August 17	Wednesday	Summer session grades due
October 27	Thursday	Last day to submit incomplete spring and summer session 1988 work to professors

*All dates are inclusive.*

## A Message from the Dean

We are proud of the reputation that the MBA program enjoys with business, industry, and service organizations. The Thomas and Dorothy Leavey School of Business and Administration enjoys this reputation for excellence because of its highly qualified graduate student body, a distinguished faculty whose scholarship has been internationally recognized, a commitment to a collegial student and faculty learning environment, alumni who have achieved eminence in one of the nation's most dynamic regions, corporate and professional involvement on advisory boards, active campus recruiting, and support for endowment, scholarships, and research.

Like all schools with fine reputations, the Leavey School of Business and Administration at Santa Clara University has its own special personality. It is truly a "professional" school concerned with relating rigorous scholarship to managerial decisions. It does so in a curriculum that is

- Values-oriented  
Committed to the examination of ethics, values, and the human impact of decisions.
- Strategically focused  
Concerned with the whole person, the entire firm, and the societal environment.
- Multifunctional  
Providing a balanced emphasis on functional business specialties (i.e., marketing, finance, accounting, economics, management, production, and decision and information sciences).

Because of the innovative business climate and high-technology character of our neighboring industry, particular emphasis is placed on problems of rapidly changing organizations. This concern with innovation includes entrepreneurial as well as mature organizations.

The School's commitment is to develop leaders who will guide business organizations to a position of vision, competitive strength, and creative service to society. If this approach to business education is appealing, we encourage you to join us in a graduate program of distinction.

André L. Delbecq  
Dean



# 1

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## Santa Clara University

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### STATEMENT OF PURPOSE

Inspired by the love of God to serve through education, begun by the Franciscans who founded Mission Santa Clara in 1777 and continued by the Jesuits who opened the College in 1851, Santa Clara University declares its purpose to be the education of the human person within the Catholic and Jesuit tradition.

The University is thus dedicated to

- a community of highly qualified scholars, teachers, students, and administrators bound to an uncompromising standard of academic excellence;
- an education that, in its emphasis on undergraduate studies and its pursuit of selected high-quality graduate and professional programs, stresses moral as well as intellectual values, an education of the whole person, an education seeking to answer not only "what is" but "what should be";
- an academic community informed by Catholic principles, a community offering its members the opportunity for worship and for deepening their religious perception, yet a community enriched by men and women of diverse religious and philosophical as well as social and racial backgrounds, a community opposed to narrow indoctrination or proselytizing, a community wherein freedom of inquiry and freedom of expression enjoy the highest priority;
- an integrated curriculum designed not only to provide the scientific and humanistic knowledge necessary to enable students to become fully human, but also to demonstrate the unity of all forms of knowledge and to enable students to assume leadership in the modern world;
- the encouragement of teaching excellence and of the scholarly research that promotes such excellence, of close student-teacher relationships, of experimental and innovative courses and teaching methods—courses and methods that stimulate not only the acquisition of knowledge but also the creative use of knowledge;

- an academic community in which students, teachers, and administrators dedicated to academic freedom and united in the search for truth actively formulate and carry into effect the University's policies.

Board of Trustees  
Santa Clara University  
January 22, 1975

## HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Spanish Franciscan missionary, Tomás de la Peña, to mark the founding of the eighth of California's original 21 missions, Santa Clara de Asís.

Three-quarters of a century elapsed before Santa Clara University, or Santa Clara College as it was known, opened its doors as an institution of higher learning. In the intervening years, however, the mission served as a spiritual center and school for the Indians. Besides religious instruction, the men were taught stockraising, farming, and the building trades; the women, weaving and sewing; the boys, reading, music, and religious drama. From 1777 until Mexican government secularization on February 27, 1837, some 9,000 persons were baptized at the mission.

During the early period, the less solidly built mission buildings of the first and second sites were destroyed by the flooding waters of the Rio Guadalupe. The third mission church, constructed of adobe, was completed in 1784 but was seriously damaged by earthquakes in 1812 and 1818. A fourth church, also adobe, was used temporarily from 1819 to 1825. The larger, fifth adobe mission with its quadrangle patio, was completed and dedicated August 12, 1825. The University's Adobe Lodge Faculty Club is all that remains of the west wing of the quadrangle.

The first site of Mission Santa Clara is marked by a California state historical landmark located near the intersection of Kifer Road and De La Cruz Boulevard. Crosses mark the second site at De La Cruz Boulevard and Martin Street and the third site at Campbell and Franklin streets. The temporary fourth mission church stood between what are now Kenna Hall and the Walsh Administration Building.

During the first three decades of the nineteenth century, the old mission enjoyed its most fruitful years. In 1827, well over 1,400 Indians lived within sound of the mission's bells. In that year, some 15,000 sheep, 14,500 head of cattle, and abundant crops of wheat, corn, and beans were produced and cared for by the Indians under the guidance of the missionaries.

A combination of factors terminated the decades of prosperity at Santa Clara and the other California missions. The Mexican War of Independence brought turmoil from 1810 to 1821 and resulted in a decrease in Franciscan personnel and donations-in-aid from benefactors. The new Mexican government took possession of the old Jesuit Pious Fund of the Californias that had been the main source of support for the mission. Most of the Indians' lands, cattle, and sheep became the object of spoliation by civil administrators.

In 1827 and again in 1829, governmental decrees ordered exile for all Spaniards who refused allegiance to the new regime. Since most of the mission padres were from Spain, many chose banishment. Some, however, remained until 1833, when Mexican Franciscan replacements arrived from the missionary college of Zacatecas. Among them was Fray Francisco García Diego y Moreno, who was to become the first bishop of the Californias. Although committed to the welfare of the Indians, the padres' resistance to governmental encroachment on the Indians' rights and property had little effect. Full secularization of mission properties was finally imposed at Mission Santa Clara in early 1837. This action ended the effectiveness of the Franciscan missionary endeavor in Alta California. Within a few years most of the mission buildings and the Indian lands, cattle, and sheep were seized by civil officials and other claimants. In the early 1840s, foreigners began arriving in Alta California in increasing numbers. Some of the immigrants were Anglo-Americans attracted by the rich agricultural lands of the Santa Clara Valley.

Events of the year 1848 dramatically altered the course of history at Santa Clara. In February the United States and Mexico signed the Treaty of Guadalupe Hidalgo, which concluded the two-year war in which they had been engaged and ceded California to the United States. That same year gold was discovered in the Sierra Nevada, thus attracting a flood of newcomers into the former Mexican province.

It was in this setting that Santa Clara opened its classroom doors in May 1851. The new Bishop of San Francisco, Joseph Sadoc Alemany, asked Jesuits Michael Accolti and John Nobili, formerly Oregon missionaries, to open a college at Mission Santa Clara. During its first academic year, 1851–52, Father Nobili and a handful of Jesuit and lay teachers offered instruction in a variety of subjects to approximately 40 students. A decision made in 1854 by the Jesuit Province of Turin, Italy, to adopt California as a permanent mission field marked a turning point in Santa Clara's history. As a consequence, the Jesuits of Turin provided the college with the faculty and support that it needed to grow. The following year, Santa Clara College received a charter of incorporation from the state of California.\* In 1857, the college conferred its first collegiate degree, a Bachelor of Arts diploma, on Thomas I. Bergin. This was the first diploma granted by any institution of higher learning in the state of California. By 1858, new scientific apparatus arrived from Paris, and integrated courses in science as well as in the classics and in commercial subjects were offered.

Slow and steady growth followed, and distinguished graduates became prominent members of California life. It was not until 1912, however, that the Schools of Law and Engineering were founded. In that same year, courses in the humanities and the sciences were expanded, and the college became Santa Clara University. Meeting the demands of urban growth in the Santa Clara Valley, courses in commerce and finance were also expanded in 1926,

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\*THE UNIVERSITY'S LEGAL NAME is *The President and Board of Trustees of Santa Clara College* to which should be added, *A Corporation, located at Santa Clara, California*. For the information of individual, corporation, and foundation donors who wish the tax benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501 (c)(3)(ii) tax-exempt organization and it is not classified as a private foundation under section 509(a) of the IRS Code.

and the University's School of Business and Administration began. In that same year, the old mission church was destroyed by fire. The present structure, an enlarged replica of the original, was completed in 1928.

From the 1930s through World War II, the University's enrollment was relatively stable. The return of many veterans resulted in an enlarged student body and new resources. In 1947, for the first time in the University's history, enrollment broke the 1,000 mark. From the postwar period to the present, the face of the campus has been changing and expanding. In 1961, the University announced a major change in policy and accepted women as undergraduate students for the first time in its 110-year history. Santa Clara became the first Catholic coeducational institution of higher learning in California. Thanks to the generous support of many friends, 23 new buildings have been added to match the growth in enrollments. Still newer facilities—the Louis B. Mayer Theatre, Leavey Activities Center, and Cowell Student Health Center—were completed in the early 1970s.

Although the student body has grown rapidly in the past decade, it has been held relatively small: 3,600 undergraduates and 4,000 graduate and law students. Since 1960, the number of courses taught has more than doubled, and educational opportunities at all levels have increased.

As an independent University supported by tuition and gifts, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student.

Today, Santa Clara University, the first institution to offer classes in higher learning on the West Coast, continues its mission heritage of service of helping its students equip themselves with advanced knowledge and humanistic values. Academic excellence in a well-balanced human being is the University's goal.

## CAMPUS LOCATION

Santa Clara University is 46 miles from San Francisco, near the southern tip of the Bay, in an area rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland, and Marin County are within one-hour's travel by bus, train, or car. In the opposite direction, the Pacific beaches of Santa Cruz are about 30 minutes away; the world-famous Monterey Peninsula and Carmel are two hours away.

The University is accessible by major airlines via San Jose International Airport, which is three miles from campus, and via San Francisco and Oakland International airports.

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years, the average maximum temperature was 71.4 degrees and the average minimum, 41.6 degrees. The sun shines an average of 293 days per year, and the average annual rainfall is about 15 inches.

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## The MBA Program at Santa Clara

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### PROFESSIONAL ORIENTATION

The MBA program at Santa Clara University was established in 1958 to prepare men and women to deal effectively with the challenges of management. The program was designed specifically for professionals employed in the Silicon Valley companies and nonprofit organizations that surround the University. Since the program's founding, courses have been taught in the late afternoon and evening to provide a high-quality MBA curriculum for working professionals.

### ACADEMIC STANDARDS

During its first quarter century, the Santa Clara MBA program has acquired a reputation for academic rigor. Admissions standards are high, and courses are demanding. Students in the Santa Clara MBA program acquire a breadth of preparation across the functional areas of management and achieve depth through required and elective courses.

### ACCREDITATION

The American Assembly of Collegiate Schools of Business (AACSB) is the prestigious accreditation organization that conducts in-depth reviews of business schools to assure that their curricula, faculty, and admitted students meet high standards of excellence.

Santa Clara University was awarded AACSB accreditation in 1961, in the first group of MBA programs to be so accredited. Only about 20 percent of MBA programs nationally are AACSB-accredited. The Santa Clara MBA program has consistently met AACSB's high standards regarding curriculum, admissions criteria, and faculty qualifications. The most recent review took place in December 1982, at which time the accreditation review team praised Santa Clara's quality in all three areas.

### STUDENT BODY

Most of the 1,200 students enrolled in the MBA program work full time in area companies and take one or two courses each quarter. Approximately

250 full-time students take three or four courses each quarter. Companies employing Santa Clara MBA students include well-known national firms with offices in the Bay Area as well as new companies that are part of the dynamic environment of Silicon Valley. A sampling of companies whose employees are enrolled in the MBA Program appears on pages 19-20.

Entering students represent a variety of undergraduate and graduate fields of study. About 35 percent have undergraduate degrees in business, 28 percent in engineering, 19 percent in the social sciences, and 18 percent in the natural sciences and other fields. Current MBA students come from over 400 undergraduate institutions.

The qualifications of entering students are consistently strong. For students entering in fall quarter 1986, the average grade point average was 3.2 and the average GMAT score was 560. Over one-quarter of entering MBA students already hold advanced degrees—master's degrees and/or doctorates. Most entering MBA students have four or more years of work experience. This blend of academic backgrounds and work experience provides opportunities for enhanced learning in and out of the classroom.

Undergraduate institutions attended by Santa Clara MBA students include

Amherst College  
Arizona State University  
Barnard College  
Boston College  
Brigham Young University  
California Institute of Technology  
California Polytechnic State University  
California State University, Chico  
California State University, Fresno  
California State University, Hayward  
California State University, Los Angeles  
California State University, Long Beach  
California State University, Sacramento  
California State University, San Diego  
California State University, San Francisco  
Carnegie-Mellon University  
Case Western University  
Claremont University  
Columbia University  
Cornell University  
Dartmouth College

Duke University  
Georgetown University  
Georgia Institute of Technology  
Gonzaga University  
Harvard University  
Illinois Institute of Technology  
Indiana University  
Marquette University  
Massachusetts Institute of Technology  
Michigan State University  
New York University  
Northwestern University  
Notre Dame University  
Oberlin College  
Ohio State University  
Oregon State University  
Penn State University  
Pomona College  
Princeton University  
Purdue University  
Reed College  
Saint Louis University  
San Jose State University  
Santa Clara University  
Seattle University  
Smith College  
Southern Methodist University  
Stanford University

Tulane University  
United States Air Force Academy  
United States Naval Academy  
University of British Columbia  
University of California, Berkeley  
University of California, Davis  
University of California, Irvine  
University of California, Los Angeles  
University of California, San Diego  
University of California, San Francisco  
University of California, Santa Barbara  
University of California, Santa Cruz  
University of Chicago  
University of Cincinnati  
University of Florida  
University of Hawaii  
University of Illinois  
University of Maryland  
University of Michigan  
University of Minnesota  
University of Oregon  
University of the Pacific  
University of Pennsylvania  
University of San Francisco  
University of Southern California  
University of Texas  
University of Washington  
University of Wisconsin  
Wellesley College  
Whittier College  
Williams College  
Yale University

## ALUMNI

Over 6,000 men and women have received the MBA from Santa Clara University. Many have risen to responsible positions in business, government, and nonprofit organizations. The high regard for the Santa Clara MBA degree is reflected in the School's successful alumni and in the number of Bay Area companies that interview on campus and provide tuition reimbursement plans to encourage employees to continue their professional development.

Some of the employers of current students include

Advanced Micro Devices  
Amdahl  
American Microsystems  
Apple Computer  
Applied Technology  
Atari  
AT&T  
Avantek  
Bank of America  
Bank of the West  
Bechtel  
City of San Jose  
Control Data  
Dalmo Victor  
Dean, Witter, Reynolds  
Dow Chemical

Dupont  
Dysan  
Eastman Kodak Company  
Electromagnetic Systems Lab  
Exxon Corporation  
Fairchild  
FMC  
Ford Aerospace  
Four Phase Systems  
General Electric  
GTE Lenkert/GTE Sylvania  
Hewlett-Packard  
IBM  
Information Storage Systems  
Intel  
Intersil

Kaiser Electronics	Stanford Medical Center
Lockheed Missiles & Space	Synertec
Memorex	Syntex
Mirassou Vineyards	Syva
NASA Ames Research Center	Tandem
National Semiconductor	Teledyne Semiconductor
NCR Corporation	Texas Instruments
Northern Telecom	TRW Vidar
Pacific Bell	Underwriters Laboratories
Precision Monolithics	United Technologies
Procter and Gamble	U.S. Government
Raychem	Varian Associates
Rolm	Verbatim
San Jose Unified School District	Versatec
Santa Clara County	Watkins-Johnson
Signetics	Wells Fargo
Smith-Kline	Western Electric
Spectra-Physics	Westinghouse
SRI International	Xerox Corporation

## WHAT SANTA CLARA MBA GRADUATES SAY

*"My Santa Clara MBA was the key that unlocked the door to general management. It allowed me to move from being an engineer into marketing, strategic planning, finance, and information systems. With this have come the financial rewards and personal satisfaction of becoming part of the senior management team."*

Charles C. Tucker, B.M.E., MBA (1968), Santa Clara; Senior Vice President, First Interstate Services, Torrance, California

*"Because the majority of Santa Clara MBA students are already employed in the business environment, they temper the academic orientation with a valuable practical perspective."*

Elaine Erickson, B.A., University of British Columbia; MBA (1981), Santa Clara; Accountant, Arthur Andersen and Co., San Jose, California

*"The Program is thorough, current, and technically excellent. It has been a very important factor in reaching my career goals. I have obtained the academic background required to advance quickly through the financial management ranks."*

Thomas Archer, B.S.C., MBA (1976), Santa Clara; Chief Financial Officer, Senior Vice President, M.B. Associates, San Ramon, California

*"My basic engineering training did not qualify me to prepare budgets, cash flow statements, or deal with bankers. My courses at Santa Clara helped me to build an idea into my multi-million dollar business."*

**Jess Kanarek**, B.E.E., Brooklyn Polytechnic Institute; MBA (1972), Santa Clara; President, WESCORP/DAL Industries, Inc., Mountain View, California

*"A total technical academic education does not adequately prepare an individual for a role in business management. I have found the MBA Program at Santa Clara University to be a major assistance in filling this void."*

**Jerome Raffel**, B.S.M.E., University of Illinois; MBA (1962), Santa Clara; Senior Vice President, Operations, Measurex Corporation, Cupertino, California

*"My MBA at Santa Clara taught me to think about a business as an integrated system. Not only is this valuable in my role as CEO, but it makes our advertising recommendations to our clients better. Rather than optimizing the functional objective — advertising — they optimize the business objective."*

**Agnieszka Winkler**, B.A., Holy Names College; M.A., San Jose State University; MBA (1981), Santa Clara; Chairman and CEO, Winkler Tawa McManus, Santa Clara, California

# 3

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## Admissions

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### GENERAL REQUIREMENTS

Applicants for admission to the MBA program must have received a baccalaureate degree from an accredited college or university before registering in the Leavey School of Business and Administration. No specific pre-business courses are required.

### COMPLETING AN APPLICATION FILE

Entering students are admitted each quarter, including summer. Application forms and instructions are available from the MBA Admissions Committee. The applicant must complete and submit all items requested in the MBA Application Package. These include

1. Two copies of the Application Form
2. Two confidential Letters of Recommendation Forms
3. Two official transcripts from each institution attended
4. GMAT score
5. TOEFL score (if applicable)
6. A \$25 application fee (\$31 for international students)

Applicants must have their official GMAT score reports sent directly to the MBA Admissions Committee. GMAT applications are available from the MBA Admissions Committee or from the Educational Testing Service, Box 966, Princeton, NJ 08541.

Applicants whose first language is not English must take the TOEFL and request that scores be sent directly to the MBA Admissions Committee. A minimum TOEFL score of 550 is required. Foreign applicants requesting student visas must submit a financial statement showing adequate funds for tuition, fees, and living expenses for the entire program. In order to receive Immigration Form I-20, an applicant must be accepted as a full-time student taking at least 9 units per quarter.

All application materials must be assembled and submitted (except GMAT and TOEFL scores) in one package. This allows applicants greater control over their Admission Package and reduces the chance of materials being lost or delayed. Applications will not be considered until all materials are received.

Requests for the Application Package should be addressed to  
MBA Admissions Committee  
Leavey School of Business and Administration  
Santa Clara University  
Santa Clara, CA 95053  
408-554-4500

## APPLICATION DEADLINES

Admissions decisions are made on a rolling basis. Applicants may be admitted to begin in the fall, winter, or spring quarter, or for the summer session. The complete Application Package should be received as early as possible, preferably ten weeks prior to the date of registration, for the student to be assured of a place in the desired class.

## ADMISSIONS DECISION

Applicants are admitted on the basis of academic ability indicated by college records and GMAT scores, demonstrated management potential (including work experience and recommendations), and motivation to undertake a demanding academic program.

## CONTINGENT ACCEPTANCE

The MBA Admissions Committee may accept a candidate contingent on the receipt of additional information, such as official notice that the baccalaureate degree has been awarded. The acceptance is canceled if the information is not received before late registration ends in the student's first term.

## DEFERRING ADMISSION

Candidates admitted to the MBA program may request permission to defer their admission to a subsequent term. These deferments are granted only if there is space available in the class, if the candidate's record merits the deferment, and if the student notifies the Admissions Committee at least two weeks prior to the candidate's initial registration date. Candidates will be given a deferment of up to two terms beyond that for which they were originally accepted. Otherwise, they must formally reapply. Official transcripts of work taken in the interim must be submitted for review prior to the first quarter of enrollment.

## REQUEST FOR RECONSIDERATION

Applicants who are denied admission may request reconsideration by submitting additional information (e.g., new GMAT scores, additional recommendations, etc.) and a \$20.00 reconsideration fee.

# 4

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## Financial Information

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### TUITION AND FEES

**Registration fee .....** \$ 5.00

This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.

**MBA tuition, per quarter unit.....** 215.00  
(most classes: 3 units)

**Agribusiness tuition, per quarter unit.....** 223.00

**MBA Student Association membership dues.....** 4.00

This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.

All charges are due and payable no later than the day of registration. *Registration will not be considered complete and will be canceled unless payment in full is received or a formal deferment is obtained from the Office of Credit and Collection by the required deadline.* Remittances should be made payable to Santa Clara University and mailed to P.O. Box 44783, San Francisco, CA 94144-4783. Information regarding periodic statements of account or payment should be directed to the Student Accounts Office.

Students who have unpaid bills at the University or who defer payment without signed approval are subject to dismissal from the University and, as long as such payments are outstanding, will not receive academic transcripts or any diploma.

Several tuition plans administered by outside financing agencies are available. Those who plan to avail themselves of one of these plans should request information from the Student Accounts Office at least three months prior to registration.

### OTHER FEES

**Application charge.....** \$25.00

This charge is to be sent with each application form and is not refundable.

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<b>MBA orientation fee .....</b>	<b>70.00</b>
<b>Late registration fee .....</b>	<b>30.00</b>
<b>Diploma and graduation fee.....</b>	<b>30.00</b>
Payable in quarter in which degree is granted.	
<b>Transcript of grades (rush process) fee .....</b>	<b>7.50</b>
<b>Deferment service fee.....</b>	<b>50.00</b>
<b>Late submission of petition to graduate fee .....</b>	<b>2.00</b>
(per day, \$50 maximum)	
<b>Returned check fee.....</b>	<b>10.00</b>
<b>Leveling examination fee, per examination .....</b>	<b>25.00</b>
<b>Application reconsideration charge.....</b>	<b>20.00</b>

## REFUNDS

The date on which written notification of withdrawal is received by the MBA office will be the effective date on which any refund of tuition will be determined, not the last date of attendance by the student.

Students formally withdrawing before the second meeting of a class will receive a full refund of tuition, minus a \$10.00 registration cancellation fee for each class canceled. Students formally withdrawing after the second but prior to the third meeting of a class will receive a refund of two-thirds of tuition. Students formally withdrawing prior to the sixth meeting will receive a refund of one-half of tuition. No refund of tuition will be made after that time. Appeals for special consideration should be addressed to the MBA Petitions Committee and forwarded to the MBA Office. The registration fee is not subject to refund.

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

Refund checks for approved graduate course withdrawal are issued by the Student Accounts Office. Any student who qualifies for an institutional refund must request it from the Student Accounts Office.

*All fees, charges, and refund schedules stated in this bulletin are subject to change without prior notice.*

## FINANCIAL AID

Financial assistance for MBA students is available from the School of Business and Administration and the Financial Aid Office (554-4505). Scholarships and grants are administered primarily by the Leavey School of Business and Administration. Loans and the College Work-Study program are administered by the Financial Aid Office.

Students need not be admitted to the University before making an application for financial aid. However, no offer of assistance will be made before a student is admitted.

## Scholarships

Financial assistance is available to graduate business students who have strong academic records and can show financial need. Most grants cover partial tuition only and include providing the School assistance with registration, administration, or research tasks. Detailed information and application forms can be obtained from the Financial Aid Office.

The School also administers the Woelffel Fund, which provides assistance to MBA students who have overcome major personal and family obstacles to success and who require assistance to complete the MBA program.

## Loans

Since scholarships and grants are limited, students often seek loans to help meet educational costs. MBA students may qualify on the same basis as other students at the University through the Financial Aid Office. Among those available are Perkins Loans (formerly National Direct Student Loans), Guaranteed Student Loans, and Supplemental Loans to Students (SLS). Application forms and further information may be obtained from the Financial Aid Office. Since Perkins Loans are limited, students should begin the process of securing a Guaranteed Student Loan as soon as possible.

## College Work-Study Program

MBA students may qualify on the same basis as other students at the University. Further information is available from the Financial Aid Office.

## Deadlines

The Financial Aid Office has established deadlines for consideration for the various programs it administers. All students requesting financial aid from the University should contact the office at the earliest possible date and request specific deadline information and appropriate application materials. A University application for financial aids is required. Files completed later than February 1 for nonrecipients and May 1 for current recipients will be placed on a waiting list and will receive consideration on a funds available basis.

## Veterans and Veterans' Dependents Assistance

Santa Clara University is listed by the Veterans Administration as qualified to receive students under Chapter 34 (veterans); Chapter 35 (veterans' dependents—son or daughter with parent deceased or 100 percent disabled, widow of any person who died in the service or died of a service-connected

disability, or the wife of a veteran with a 100 percent service-connected disability); and Chapter 31 (rehabilitation). Those interested in attending under any of these chapters should contact the Veterans Administration Office in their locality to determine eligibility for benefits.

The state of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, CA 94102.

Information regarding these programs may be obtained from the Santa Clara University veterans' counselor in the Student Records Office.

# 5

## Academic Information

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### PLACEMENT

The MBA placement coordinator in the Career Development and Placement Center assists students and alumni of the Leavey School of Business and Administration with career preparation and professional placement appropriate to their academic training, employment experience, and career goals.

Career seminars and company presentations bring professionals from Bay Area firms and industries to speak on career paths, functional areas, industries, and career opportunities.

Workshops are conducted regularly on resume writing, interviewing techniques, and the job search.

Career counseling is available to students who are undecided about their career goals, interested in changing careers, or interested in discussing their employment search strategies. In addition, the office sponsors a six-week career planning course during the academic year.

The *MBA UPDATE*, a weekly newsletter, is distributed to MBA students and faculty of the Leavey School of Business and Administration. This newsletter provides information on jobs, special programs, workshops, and other topics.

Full-time, part-time, and summer jobs are listed continuously with the Career Development and Placement Center. Students seeking a change in careers or new employment are encouraged to check these listings.

Each year many national, regional, and local companies and organizations interview on campus. Students graduating in the upcoming academic year or who have completed at least 50 percent of the MBA program are eligible to participate in campus recruitment. Campus recruitment occurs primarily between October and December and between January and March.

The Career Development and Placement Center also has resource materials to research career fields and prospective employers. Its reference library contains company literature and annual reports on local and national firms and organizations. The Career Resource Center houses extensive current career information, company directories, and job search books.

## STUDENT RECORDS

The University policy relating to student records complies with the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment). Accordingly, the University may release directory information" to any person on request, unless a student requests in writing that directory information be held private. Directory information is designated as

1. Student's name
2. Sex
3. Address (campus, local and/or permanent)
4. Telephone number
5. Date and place of birth
6. Major field of study, classification, dates of attendance, degrees, and honors received
7. Most recent previous educational institution attended
8. Participation in officially recognized activities, including intercollegiate athletics
9. Name, height, and weight of participants on intercollegiate athletic teams

During fall registration and during the academic year, students may request in writing, through the Office of the Vice President for Student Services, that directory information be held private. Once filed, the request remains in effect only for the remainder of that academic year.

Certain types of records are excluded by law from inspection, specifically those created or maintained by a physician, psychiatrist, or psychologist in connection with the treatment or counseling of a student. A Parents' Confidential Statement of the College Scholarship Service is also excluded by law from inspection. Third parties shall not have access to educational records or other information pertaining to students without the written consent of the particular student about whom the information is sought.

Students may inspect their records at the following locations:

- Official academic records, including application forms, admissions transcripts, letters of acceptance, and a student's permanent academic record are on file and maintained in the Student Records Office.
- Working academic files are also maintained by the deans in their respective offices.
- Records related to a student's nonacademic activities are maintained in the Office of the Vice President for Student Services.
- Records relating to a student's financial status with the University are maintained in the Student Records and Financial Services Office.

Student complaints regarding academic records may be directed to the dean of the college or school in which the student is enrolled or to the registrar.

Students having questions regarding the policy on the privacy of records should contact the University registrar (Walsh Administration Building).

## ACADEMIC REGULATIONS

### Academic Standing

To qualify for the MBA degree, a student must maintain an overall grade point average of at least 2.25 in all work taken in the Leavey School of Business and Administration. A C grade is considered a minimum passing grade in each course. A D or F grade is considered a failing grade, and the units will not be counted toward graduation requirements.

If, at any time, a student's cumulative grade point average falls below 2.25, the student will be placed on probation. Once placed on probation in this manner, students must raise their cumulative grade point average to the 2.25 level in the next term of attendance. Otherwise, they will be disqualified from the MBA program.

### Grading

The grading system is as follows:

A	= 4.0	C	= 2.0
A-	= 3.7	C-	= 1.7
B+	= 3.3	D+	= 1.3
B	= 3.0	D	= 1.0
B-	= 2.7	D-	= 0.7
C+	= 2.3	F	= 0.0

The A range denotes outstanding scholarship; the B range indicates above average work; C+, C, and C- indicate work demonstrating professional competence; D+, D, and D- describe work that is below the range of professional competence and not sufficient for graduate credit. F is failing work, unsatisfactory for graduate credit. A student's academic standing is determined by the grade point average (GPA), which is determined by dividing the total grade points scored in accordance with the above norms (e.g., A = 4.00, B+ = 3.33; C = 2.00) by the number of units of graded work attempted. The plus/minus grading system will not be made retroactive to academic quarters prior to fall 1986-87.

### Residency Requirements

The maximum amount of time a student may remain in the MBA program without completing the degree requirements is six years, including leaves of absence.

## Incompletes

A student may receive an incomplete (I) if some essential portion of the work in the course remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the next scheduled quarter (not including the summer session) whether or not the student is registered during that quarter.

## Withdrawals

Students may withdraw, without faculty approval, from courses two weeks prior to the date on which final examinations begin. After that date, the student must get written approval from the instructor. A student withdrawing before the second meeting of a class will receive a full refund of tuition minus a \$10.00 registration cancellation fee. Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition for that course. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition for that course. No refunds of tuition will be made after that time.

When a student withdraws from the University or from a course, a petition form must be submitted to the MBA Office of the Leavey School of Business and Administration.

Withdrawal from the University is not officially complete until the student clears all financial obligations with the Student Accounts Office. Students on deferments or Perkins (National Direct Student) Loans must also clear their financial obligations with the Credit and Collection Office. Refund checks for approved graduate course withdrawal are issued by the Student Accounts Office. This disbursement is requested by contacting that office. Allow at least two weeks after the add/drop period for processing. (See Refunds, page 25.)

## Leaves of Absence

A leave of absence will be granted only for a specified period of time and normally not beyond one year. If the approved period for the leave of absence is exceeded and the MBA Office is not contacted to request an extension, the student must re-apply to the program and will be considered for readmission as a new applicant.

## Readmittance

All students who do not register during any quarter of the academic year will be placed on the inactive list unless they are given leaves of absence. When a student is placed on the inactive list, an application for admission accompanied by a re-application fee of \$25.00 must be submitted. The student will then be considered for re-admission on the same basis as a new

applicant. The applicant will also be required to fulfill any additional requirements that the faculty may adopt during the interim period between registrations.

If the student has attended another school, all transcripts must be sent to the MBA Admissions Committee, Leavey School of Business and Administration, Santa Clara University, Santa Clara, California 95053. All course work taken in the interim must be satisfactorily completed and the student must be in good standing in order to be considered for re-admission.

## **Concurrent Enrollment**

A student in the MBA program generally will not be allowed concurrent enrollment in Santa Clara University's other academic programs or at any other university. Two exceptions are the J.D.-MBA combined program and courses taken elsewhere to obtain college algebra proficiency. Other exceptions require prior approval of the MBA Petitions Committee.

## **Student Petitions and Grievances**

Requests for exceptions to Leavey School of Business and Administration policies must be made in writing and submitted to the MBA Office. Student grievances regarding courses and policies should be directed to the Director of Graduate Education, 225 Kenna Hall.

# 6

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## MBA Curriculum

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The MBA curriculum is designed to provide each student with depth in the functional areas of business—accounting, economics, finance, management, marketing, and decision and information sciences. Depending on prior academic work, a student must complete from 14 to 23 courses to receive the MBA. The courses are shown in Chart I.

### PREREQUISITES

Students are responsible for assuring that they have all the prerequisites for a given course before registering. Prerequisites for each course are listed in the appropriate course descriptions in this bulletin, with the exception of courses taken as electives, which require completion of all the Tool Courses as prerequisites. Students registering for courses without the necessary prerequisites at the time of registration will receive no credit or waiver for the course completed, regardless of their grade, and will be granted no tuition refund.

### NEW STUDENT MBA ORIENTATION: BUILDING TEAMWORK, LEADERSHIP, AND SELF-CONFIDENCE

This is a *required* orientation for *all* entering MBA students. Orientation consists of a *one-day* Saturday session (9:00 a.m. to 7:30 p.m.). Students must attend one of the two orientations scheduled for the 1987-88 academic year. Students *entering* the MBA program in either summer or fall quarters 1987 are expected to attend the orientation on *Saturday, August 29, 1987*, and students *entering* the program in either winter or spring quarters 1988 should attend the orientation on *Saturday, March 12, 1988*.

Orientation *must* be completed prior to enrollment in any of the other “*required courses*” listed in the catalog (i.e., 71.208, 72.280, 74.245, 13.231, 71.207, 72.282, 72.291, 73.268, 74.246) and any of the International Business courses.

### Orientation Objectives

- To participate in physical and mental activities designed to enhance leadership, teamwork, and self-confidence
- To initiate a sense of collegiality and camaraderie among entering students

- To instill a sense of positive self-regard and an appreciation of the abilities and expertise of fellow students
- To help spouses or significant others better understand the rigors and demands of the MBA program
- To provide an overview of the MBA program, particularly curriculum planning, course registration, leveling exams, and general administrative procedures.

## ELECTIVES

Students are required to take four electives (12 units). Any course offered in conjunction with the MBA program with the exception of those otherwise required or waived is considered an elective. A student may not register for elective courses until all of the Tool Courses have been completed or waived unless special permission is granted. ***No more than three of the four electives can be taken in any one department.*** Two elective courses focusing on operations and strategy in high-technology firms are also offered.

Students who have previously completed graduate courses that are acceptable to the MBA Petitions Committee may be granted up to 6 units of elective credit.

A student may elect to register for independent study (70.298, 71.298, 13.298, 74.298, 73.298, or 72.298) to fulfill an elective requirement. Only one independent study course is permitted during the program. To apply for permission to do an independent study, students should prepare a complete proposal well in advance of the quarter in which they wish to register for the study. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the study. Then the proposal will be reviewed by the department chair who, if in agreement, will sign the proposal. A signed copy of the proposal must be on file in the MBA Office before registration.

## CAPSTONE COURSE

A Capstone Course is required of every MBA student. Most students take Business Policy (73.266) as their Capstone Course.

In very rare instances students may substitute a master's thesis for the Capstone Course. To meet the business policy emphasis, theses ordinarily should focus on business strategy issues in an integrative way, drawing on various business fields.

To apply for permission to do a thesis, students should prepare a complete proposal well in advance of the quarter in which they wish to register for the thesis. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the thesis. Then the proposal will be reviewed by the department chair who, if in agreement, will sign the proposal. A signed copy of the proposal must be on file in the MBA Office before registration.

## I. CURRICULUM COURSES

COURSE CATEGORY	COURSE NUMBER	COURSE TITLE	UNITS	PREREQUISITES
<b>Waivable Tool Courses</b>	71.293	Mathematical Analysis	3	College algebra proficiency
	13.232	Analysis of Economic Conditions I	3	College algebra proficiency
	70.216	Financial Accounting	3	None
	70.217	Managerial Accounting	3	70.216
	71.200	Statistical Methods	4	71.293
	71.201	Decision Science	3	71.293 & 71.200
	71.295	Introduction to Computers	3	College algebra proficiency
	73.260	Management I: Organization and Management	3	None
<b>Required Courses</b>	73.265	Legal, Social, and Political Environment of Business	3	None
	71.208	Production Management	3	71.200 & 71.201
	72.280	Marketing Management I	3	None
	74.245	Financial Management I	3	71.200 & 70.216
	13.231	Economic Analysis for Business Decisions I	3	71.293
	71.207	Management Information Systems	3	71.295
	73.268	Management II: Organizational Behavior	3	73.260
	74.246	Financial Management II	3	74.245
<b>Core</b>	One of the following two:			
	72.282	Marketing Management II	3	72.280
	72.291	Industrial Marketing	3	72.280
	Any one of the following five:			
	72.278	International Marketing	3	72.280
	73.270	International Management	3	73.268
	74.251	International Monetary and Financial Relations	3	74.245
	74.254	International Financial Management	3	74.245
<b>Electives</b>	13.242	International Economics	3	13.231 & 13.232
	Any four courses offered in conjunction with the MBA program with the exception of those otherwise required or waived		12	Completion of all Tool Courses and required prerequisites
<b>Capstone</b>	73.266	Business Policy	3	13.232, 71.208, 74.246, completion of the marketing core; student must be in final two quarters of attendance

## CONCENTRATION IN ACCOUNTING

The objectives of the MBA program with a concentration in accounting are to prepare candidates for careers as managers and to provide them with basic conceptual knowledge of accounting and an appreciation for the nature, limitation, interpretations, and uses of financial information, which will serve as foundations for accounting career development in a wide variety of organizations.

The following courses in the accounting discipline are required for the concentration in accounting within the MBA program:

- 71.207 (Management Information Systems)  
(included in the MBA core requirements)
- 70.218 (Managerial Cost Accounting)
- 70.219 (Corporate Accounting I)
- 70.220 (Corporate Accounting II)
- 70.223 (Taxation I)
- 70.225 (Seminar in Financial Accounting Theory)
- 70.231 (Auditing I)

Students preparing for careers in public accounting should also take the following courses:

- 70.221 (Specialized Financial Reporting Problems)
- 70.224 (Taxation II)
- 70.226 (Selected Topics in Financial Accounting Theory)

Students electing the concentration in accounting must declare their interest at registration. Upon completion of all degree and accounting requirements, students will receive the MBA degree and the concentration in accounting will be designated on their transcripts.

## COURSE WAIVERS

The Petitions Committee, in consultation with department chairs, makes an assessment of the candidate's previous academic record and informs the candidate of this evaluation in the acceptance letter. The equivalency rules used in this and all subsequent evaluations are summarized in Chart II, pages 38-39. This initial evaluation may be challenged by the student through a written petition accompanied by documentation, e.g., course syllabi, catalogs, lists of required texts, etc., or by passing the appropriate leveling examination. A grade of B or better in all courses is required. Relevant courses must have been completed within six years prior to acceptance in the MBA program.

Petitions for course waivers must be filed no later than five weeks before the beginning of the student's third term in residence. The committee's ruling is final unless new information is made available. Thus, by the beginning of the student's third term in residence, the student will have an approved

program of study. Conditions for waivers vary for each category of courses, as explained below.

## **Waivers of Tool Courses**

Any of the Tool Courses may be waived for those students with equivalent academic work completed in the last six years with a grade of B or better or who pass the corresponding leveling examination.

Leveling examinations are administered on a scheduled date before the beginning of each term. A student may take the leveling examination for a given course only once. Students will not be permitted to retake an examination. Leveling examinations must be completed before the student's third term in residence.

Students with college algebra proficiency, as determined by the Petitions Committee or leveling examination, are required to take Mathematical Analysis (71.293). Those deemed not proficient in algebra must complete this requirement prior to the third quarter in residence, or they will be withdrawn from the MBA program until they complete this requirement. They can demonstrate proficiency by completing, with a grade of B or better, an acceptable course at another university or community college or by passing the College Algebra Leveling Examination. After demonstrating algebra proficiency, students will be required to complete 71.293.

## **Waivers of Required Courses**

Required courses cannot be waived, but students with academic backgrounds judged by the MBA Petitions Committee to be equivalent to any one or more of the required courses will be permitted to *substitute* other MBA courses. Regulations on substitutions are presented in the equivalency rules on pages 38–39.

## II. EQUIVALENCY RULES

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS	THEN THE STUDENT MAY
Prerequisite to 71.293	College algebra proficiency	an equivalent of 3 or more quarter units in college algebra or passes the Algebra Leveling Examination	enroll in 71.293
Waivable Tool Courses	71.293 Mathematical Analysis	an equivalent of 3 or more quarter units in a course with substantive coverage of both differential and integral calculus or passes the Calculus Leveling Examination	waive 71.293
	13.232 Analysis of Economic Conditions I	an equivalent of one course in intermediate-level macroeconomics	waive 13.232
	70.216 Financial Accounting	completed the full sequence of accounting (minimum 6 quarter units) or passes the Financial Accounting Leveling Examination	waive 70.216
	70.217 Managerial Accounting	completed one course in managerial accounting and one course in cost accounting (minimum of 6 quarter units) beyond principles course(s) or passes the Managerial Accounting Leveling Examination	waive 70.217
	71.200 Statistical Methods	completed two courses (minimum of 6 quarter units) in statistics with substantive coverage of inferential statistics, multiple regression, and ANOVA or passes the Statistical Methods Leveling Examination	waive 71.200
	71.201 Decision Science	completed one course in management science (minimum of 3 quarter units) with substantive coverage of the same topics in 71.201 or passes the Decision Science Leveling Examination	waive 71.201
	71.295 Introduction to Computers	completed any course in a programming language (minimum of 3 quarter units) or passes the leveling examination based on materials currently covered in 71.295	waive 71.295
	73.260 Management I: Organization and Management	completed one course (minimum of 3 quarter units) with substantive coverage of organization theory or passes the Management Leveling Examination	waive 73.260
	73.265 Legal, Social, and Political Environment of Business	completed one course (minimum of 3 quarter units) in the legal, social, political environment of business (a course or courses in business law is not acceptable), or passes the leveling examination	waive 73.265

**Note:** A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the MBA program.

## II. EQUIVALENCY RULES (cont.)

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS	THEN THE STUDENT IS REQUIRED TO
Required Courses	71.208 <b>Production Management</b>	completed two courses in production management (minimum of 6 quarter units)	substitute 71.209 or 71.210 for 71.208
	72.280 <b>Marketing Management I</b>	completed two courses in marketing management (minimum of 6 quarter units)	substitute an advanced marketing course for 72.280
	74.245 <b>Financial Management I</b>	completed two courses in financial management (minimum of 6 quarter units)	substitute an advanced finance course for 74.245
	13.231 <b>Economic Analysis for Business Decisions I</b>	completed one intermediate-level microeconomics course and one other upper-division economics course	substitute 13.237 or take 13.231
	71.207 <b>Management Information Systems</b>	an undergraduate degree with a major in management information systems and a GPA of 3.0–4.0 in major	substitute 71.214, 71.294, 71.296, or 71.297
	72.282 <b>Marketing Management II</b>	an undergraduate degree from an AACSB-accredited program with a major in marketing and a GPA of 3.0–4.0 in major	substitute an advanced marketing course for Marketing Core
	73.268 <b>Management II: Organizational Management Behavior</b>	an undergraduate degree from an AACSB-accredited program with a major in management and a GPA of 3.0–4.0 in major	substitute an advanced management course for 73.268
	74.246 <b>Financial Management II</b>	an undergraduate degree from an AACSB-accredited program with a major in finance and a GPA of 3.0–4.0 in major	substitute an advanced finance course for 74.246
	<b>International Business</b>	an undergraduate degree from an AACSB-accredited program with a major in international business and a GPA of 3.0–4.0 in major	substitute an elective for the International Business Core
Electives		graduate credit in an acceptable program equivalent to one or more graduate electives (up to a total of 6 units)	petition for graduate credit

**Note:** A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the MBA program.

## GRADUATE TRANSFER CREDIT

In addition to waiving any Tool Course, up to 6 quarter units or 4 semester units of graduate credit from an accredited college or university may be transferred for either required or elective courses if the course

1. was open to graduate students only;
2. was taken by the student as a regularly matriculated graduate student;
3. was completed by the student with the equivalent of a B or better;
4. was awarded graduate credit;
5. was completed within six years of acceptance into the MBA program; and
6. is considered by the Petitions Committee to be functionally equivalent to a course or combination of courses offered by Santa Clara University's MBA program.

# 7

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## MBA Program in Agribusiness

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The Leavey School of Business and Administration also offers an MBA Program in Agribusiness. One of the few such programs in the nation, this program is designed for those who are planning a career in the management of agriculture and food industries.

The primary function of the program is to provide a solid foundation in all major areas of administration with special emphasis on topics that are particularly important in the agricultural sector. However, time is also provided to develop special competence in an area of each person's choosing, including such specialties as production management, marketing, finance, and international agriculture.

Students who enter the program with sufficient academic background and experience typically complete requirements for the MBA degree in five to six quarters.

### ADMISSION

To be admitted to the Agribusiness program, the student must follow the same procedures specified in the general MBA program section of this bulletin.

All applications and correspondence on admission should be directed to

Director, Institute of Agribusiness  
Leavey School of Business and Administration  
Santa Clara University  
Santa Clara, California 95053  
(408) 554-4086

### CURRICULUM

The curriculum consists of three parts: courses in the six basic areas of administration, agribusiness courses, and electives. The electives can be chosen from a wide range of offerings in the Leavey School of Business and Administration. Emphasis early in the program tends to be on the basic courses, which provide much of the background for the more advanced agribusiness courses; however, the study of agribusiness begins in the first quarter so that students begin to relate the basic material to their own professional interest. There is an agribusiness capstone course that integrates the course work.

Besides regularly scheduled classes, students have the opportunity to participate in independent research, internships, field trips, and research conducted by the faculty.

The courses for the MBA in Agribusiness are shown on Chart III. These courses are subject to the equivalency rules that appear on Chart II on pages 38-39.

### III. AGRIBUSINESS CURRICULUM COURSES

COURSE CATEGORY	COURSE NUMBER	COURSE TITLE	UNITS
Waivable Tool Courses	71.200 71.201 71.293 71.295 70.216 70.217 13.232 73.260 75.330*	Statistical Methods Decision Science Mathematical Analysis Introduction to Computers Financial Accounting Managerial Accounting Analysis of Economic Conditions I Management I: Organization and Management Environment of the Agribusiness Firm	4 3 3 3 3 3 3 3 3
Required Courses	71.207 72.280 74.245 75.361* 75.370* 75.383* 13.231	Management Information Systems Marketing Management I Financial Management I Agribusiness Production Management Agribusiness Finance Commodities and Risk Management Economic Analysis for Business Decisions I	3 3 3 3 3 3 3
Marketing Core	One of the following two: 75.380* 75.381*	Agribusiness Marketing International Agribusiness Marketing and Development	3 3
International Core	Any one of the following five: 72.278 73.270 74.251 74.254 13.242	International Marketing International Management International Monetary and Financial Relations International Financial Management International Economics	3 3 3 3 3
Electives	Any four electives; only one can be an Agribusiness course		12
Capstone	75.371*	Managing the Agribusiness Enterprise	3

# 8

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## J.D.-MBA Combined Degree Program

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The J.D.-MBA Combined Degree program\* is designed to permit the student interested in obtaining both the J.D. degree and the MBA degree to complete both degrees in less time than if both degrees were earned independently outside the program. This saving can be accomplished because certain course work taken at the School of Law can be transferred for credit toward the MBA degree, and, conversely, certain course work taken at the Leavey School of Business and Administration can be transferred toward the J.D. degree.\*\*

### ADMISSION

To participate in the J.D.-MBA program, students must first be admitted to the School of Law. During the first year of the J.D. program, students complete applications for the MBA program, following the regular MBA admissions procedures including taking the GMAT.

### GENERAL REQUIREMENTS

While enrolled in the program, the student must

1. maintain a satisfactory grade average in each school;
2. satisfy the academic requirements of each school;
3. complete the same number of courses (Business) and semester units of credit (Law) as other recipients of the respective degrees, including all courses required by each school; and
4. work out a specific, individualized academic program with, and approved by, both the School of Law J.D.-MBA program adviser and the Leavey School of Business and Administration J.D.-MBA program adviser.

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\*Students who withdraw from the J.D. program will not be granted transfer credit toward the MBA degree for courses taken in the School of Law.

\*\*No more than two courses taken at other accredited law schools may be accepted for holders of a J.D. degree.

## COMBINED CURRICULUM

In connection with the approval of any such individualized academic program, permission may be granted to count certain specified courses for credit toward both degrees. For example, such courses might include Business Organizations, Securities, Regulations, and Advanced Corporation and Labor Law in the School of Law; Accounting 70.216 and 70.217, Economics 13.231 and 13.232, and Finance 74.245 and 74.246 in the Leavey School of Business and Administration. However, in no event shall any such individualized academic program contain more than 12 quarter units at the Leavey School of Business and Administration for which credit is also obtained at the School of Law, or more than 8 semester units at the School of Law for which credit is also obtained at the Leavey School of Business and Administration. (Three quarter units at the Leavey School of Business and Administration count as 2 semester units at the School of Law. Similarly, 2 semester units at the School of Law count as 3 quarter units at the Leavey School of Business and Administration.)

Under a typical schedule, students complete the program and receive both degrees in three and one-half or four years. The first year is spent exclusively in the School of Law. Thereafter, work is taken concurrently in the Leavey School of Business and Administration and the School of Law.

# 9

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## Executive Development Center

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The Executive Development Center in the Leavey School of Business and Administration provides excellent opportunities for continuing education in business management. Each year more than 1,000 managers and executives participate in one or more of the approximately 25 educational events conducted by the Executive Development Center. Programs offered by the center include

- Executive Seminars in Corporate Excellence
- Getting Extraordinary Things Done in Organizations
- The American Electronics Association–Santa Clara University Management Development Program

In addition to public seminars and workshops, the Executive Development Center conducts in-house programs for local companies based on their special needs. It also performs an annual survey of executive challenges and is engaged in leadership research.

The Executive Development Center takes great care to provide quality management education in keeping with the tradition of excellence at Santa Clara University. Widely considered an innovator in the field of executive education, the center has pioneered a unique collaboration between local business leaders and forward-looking educators.

# 10

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## Business Student Organizations

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### BETA GAMMA SIGMA

Beta Gamma Sigma is the National Honor Society for students of business. It holds a position analogous to that of Phi Beta Kappa in the arts and Sigma Xi in the sciences. Election to membership is the highest scholastic honor that a student in business can achieve and is limited to outstanding men and women students who give promise of success in the field of business and who rank in the upper 20 percent of MBA graduates.

### FINANCE CLUB

Santa Clara University Finance Club is a chapter affiliate of the American Finance Association, a national professional society of some 4,000 members representing university teachers and professional people from business, government, and finance. The primary objective of the organization is to promote individual interest and knowledge in the various areas of finance through the interchange of ideas and research by people in finance.

### MBA ASSOCIATION

The MBA Association is run by and for MBA students. The objectives of the association are to foster the study of business and to encourage social interaction among MBA students. To accomplish these objectives, the association sponsors guest lecturers and finals parties throughout the academic year. This group also functions as a vehicle to relay student concerns, suggestions, and ideas to the University and the Leavey School of Business and Administration.

### WOMEN IN MANAGEMENT

A standing committee of the MBA Association, Women in Management is concerned with the unique problems faced by women managers. The primary activity of the group is to sponsor programs with speakers, panel discussions, and networking activities. Women in Management events are open to all students.

# 11

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## Course Descriptions

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### DEPARTMENT OF ACCOUNTING

*Professor:* Charles F. Louie (*Chair*)

*Associate Professors:* Marlynn K. Bohman, James F. Sepe

*Assistant Professors:* Jane Ou, Shahrokh M. Saudagaran, Neal L. Ushman

#### **70.216. Financial Accounting**

Analysis of the accounting principles, conventions, and concepts underlying the preparation of financial reports for investors. Asset and liability measurement conventions and their related impact on the measurement of the income of a business entity. No prior accounting background is assumed. (3 units)

#### **70.217. Managerial Accounting**

Analysis of accounting data and data collection methods used for management planning, control, and decision-making. Profit planning, internal performance reporting, and the uses of accounting information for routine and nonroutine decision-making. *Prerequisite:* 70.216. (3 units)

#### **70.218. Managerial Cost Accounting**

Intensive analysis of cost accounting including job-order, process, and standard cost systems, joint and by-product accounting, and variable costing. Advanced analysis of budgeting and relevant cost and revenue data for management planning, control, and decision-making. Designed for students planning to pursue careers in professional and corporate accounting. *Prerequisite:* 70.217. (3 units)

#### **70.219. Corporate Accounting I**

Intensive study of the principles, conventions, and standards governing corporate asset accounting. Analysis of current pronouncements of accounting rule-making bodies dealing with asset accounting in the context of the objectives of financial reporting. *Prerequisite:* 70.217. (3 units)

#### **70.220. Corporate Accounting II**

Intensive study of the principles, conventions, and standards governing accounting for liabilities and stockholders' equity. Reporting of earnings, reports of financing and investment activities, and the impact of inflation on conventional accounting reports. *Prerequisite:* 70.217. (3 units)

#### **70.221. Specialized Financial Reporting Problems**

Analysis of partnership accounting and installment and consignment sales. Heavy emphasis on business combinations and consolidated financial statements. An overview of governmental accounting and accounting for not-for-profit enterprises. *Prerequisite:* 70.217. (3 units)

**70.223. *Taxation I***

Analysis of the federal income tax. Primary emphasis on the taxation of individuals. The definitions of gross income, inclusions, and exclusions; business and nonbusiness deductions; adjusted gross income and taxable income; capital assets and capital gains and losses. *Prerequisite:* 70.217. (3 units)

**70.224. *Taxation II***

Analysis of the federal income tax as applied to distributive shares of partnership income and the application of the tax laws to corporations. Income tax considerations influencing the choice of form of business organization, partnership vs. corporate form, and "S" corporations. *Prerequisite:* 70.223. (3 units)

**70.225. *Seminar in Financial Accounting Theory***

Historical development of accounting principles and accounting thought, deductive normative models of accounting, recent developments in empirical research, the role of accounting information in prediction and decision-making models, and the role of research in accounting policy decisions of rule-making bodies. *Prerequisite:* 70.217. Required for students electing a concentration in accounting. (3 units)

**70.226. *Selected Topics in Financial Accounting Theory***

Critical analysis of current accounting conventions and standards. Current pronouncements on generally accepted accounting principles in the context of financial reporting objectives. *Prerequisite:* 70.225. (3 units)

**70.227. *Planning, Budgeting, and Control I***

Concepts and applications of planning for the revenues of a firm. Emphasis on various tools for forecasting industry sales and the resulting firm share. The general budget model of a firm and

quantification of the effect that forecasted sales have on various segments of business. *Prerequisite:* 70.217. (3 units)

**70.228. *Planning, Budgeting, and Control II***

Detailed examination of the accounting information system and its relationship to the firm's general budget model. Emphasis on the information system and the use of the general budget model for budgeting and controlling the firm's operations. *Prerequisite:* 70.218. (3 units)

**70.231. *Auditing I***

Introduction to the auditor's professional role in American society. Auditing procedures used to accumulate evidence to support an independent opinion on the fairness of management's financial statements. *Prerequisite:* 70.217; recommended: 70.219 and 70.220. (3 units)

**70.232. *Auditing II***

Continuation of 70.231. Detailed examination of concepts of testing, evidence, internal control, and analysis of client systems. *Prerequisite:* 70.231 or an undergraduate course in auditing. (3 units)

**70.250. *Financial Statement Analysis***

Evaluation of accounting information by decision-makers external to the firm (i.e., investors, creditors) and implications of recent research in accounting and finance for external reporting issues. The concepts developed are applied in several decision contexts, such as solvency determination, value of the firm, security returns, security risk, and dividend policy. *Prerequisites:* 70.216 and 74.245. (3 units)

**70.298. *Independent Study*  
(3 units)****70.299. *Master's Thesis*  
(3 units)**

## DEPARTMENT OF DECISION AND INFORMATION SCIENCES

*Professors:* Chaiho Kim, Steven Nahmias (*Chair*)  
*Associate Professors:* Stephen A. Smith, Zbynek L. Vancura  
*Assistant Professors:* Charles D. Feinstein, Manoochehr Ghiassi,  
 Peter J. Haas  
*Joseph S. Alemany Professor:* Chaiho Kim

### **71.200. Statistical Methods**

Introduction to probability and statistical analysis emphasizing applications to managerial decision problems. Probability theory, sampling techniques, statistical estimation and hypothesis testing, simple and multiple regression analysis of variance, contingency table analysis, goodness-of-fit, and nonparametric statistics. *Prerequisite:* 71.293. (4 units)

### **71.201. Decision Science**

Introduction to the use of mathematical models for managerial decisions. Focus on applications of common modeling approaches—such as linear programming, decision analysis, and queuing—to business problems. Formulation of mathematical models, solution techniques, and the interpretation of solutions. Practical experience in solving mathematical models on the University computer systems and specific case study applications at the discretion of the instructor. *Prerequisite:* 71.200. (3 units)

### **71.202. Decision Analysis**

Exploration of how decision analysis may be used to tackle complex decision problems facing business, nonprofit, and public enterprises. Use of interdependent judgmental probabilities to deal with uncertainties and scaling of preferences for consequences to deal with conflicting objectives. Review of some well-known applications of decision analysis. *Prerequisite:* 71.201 or permission of the instructor. (3 units)

### **71.204. Statistical Research Methods I**

Introduction to multivariate statistical analysis used in research in behavioral science, marketing, psychology, education, and sociology. Multivariate regression and correlation analysis, multivariate analysis of variance, and discriminants function analysis. Extensive use of SPSS and other statistical software packages. *Prerequisite:* 71.200. (3 units)

### **71.205. Statistical Research Methods II**

Continuation of Statistical Research Methods I. Canonical analysis, principal components, and factor analysis. Extensive use of SPSS and other statistical software packages. *Prerequisite:* 71.204 or equivalent. (3 units)

### **71.206. Computer Simulation Modeling**

Use of computer simulation to design and operate complex processes or systems. Design, validation, operating procedures, and analysis of results of computer simulation experiments. Study of examples of the applications of computer simulations, including different types of scheduling, such as assembly line and job shop, distribution system design, inventory reordering design, waiting line systems, and the manufacturing processing design. *Prerequisites:* 71.200 and 71.295. (3 units)

### **71.207. Management Information Systems**

Conceptual background and structure of computer-based information systems. Detailed coverage of the theory and practice of information systems. Modern

data processing technology and its applications, information structure, systems concepts, systems analysis and evaluation, and managerial and technological considerations of information systems. *Prerequisite: 71.295 or equivalent.* (3 units)

#### **71.208. Production Management**

Survey of problems and techniques of analysis related to the production of goods and services, including facility location and layout, demand forecasting, production planning and scheduling, distribution systems, inventory control and material requirement planning, project management, and quality control. Uses of statistical analysis, decision science techniques, and intuitive and heuristic rules. Case studies to facilitate class discussions and to emphasize an integrated approach to decision-making. *Prerequisite: 71.201.* (3 units)

#### **71.209. Advanced Production Management**

In-depth exploration of two or three areas of production management, such as inventory control, aggregate planning and master scheduling, materials requirement planning, job shop scheduling and assembly line balancing, facility location and layout, quality control, and forecasting methods. *Prerequisite: 71.208.* (3 units)

#### **71.210. Seminar in Manufacturing Management**

In-depth exploration of an important contemporary issue in manufacturing management. Selection of the topic for the seminar will be announced before registration. *Prerequisite: 71.208 or equivalent.* (3 units)

#### **71.212. Operations Research**

In-depth exploration of one or two important topics in the areas of management science and operations research.

The topics selected depend on the mutual interests of the students and the instructor. Possible topics are network optimization, integer and combinatorial programming, nonlinear programming, stochastic programming, Markov chains, optimization for large systems, inventory theories, queuing theories, and game and competitive bidding theories. *Prerequisite: 71.201 or equivalent.* (3 units)

#### **71.214. Office Information Systems**

A survey of technology and systems design techniques for office information systems. Topics include personal computers and peripherals, local area networks, telecommunications systems, and network resources. Lectures focus on key features of hardware and software and analytical techniques for designing an integrated office information system for business professionals. Includes an individual research paper and a team project. *Prerequisite: 71.207 or equivalent.* (3 units)

#### **71.215. Forecasting Methods**

Study of analytical methods that are likely to be successful in a given forecasting situation and evaluation of the alternatives in order to select the most appropriate method consistent with data, accuracy, and cost considerations. Time series analysis using moving averages, exponential smoothing, seasonal adjustment, and autoregressive models; forecasts using simple and multiple linear regression; forecasting new product growth; and techniques for evaluating and comparing alternative models. *Prerequisite: 71.293.* (3 units)

#### **71.293. Mathematical Analysis**

Fundamental concepts and manipulations of differential and integral calculus. *Prerequisite: satisfactory score on Algebra Leveling Examination or permission of Petitions Committee.* (3 units)

**71.294. Artificial Intelligence**

Survey of basic concepts in artificial intelligence and their applications for business-oriented problems. Production systems, search techniques, knowledge representation, inference techniques and uses of predicate calculus, statistical and probabilistic reasoning, design and implementation of expert systems, and understanding natural languages. Entails programming in either LISP or PROLOG as well as application developments using Expert System shells. *Prerequisites:* 71.295 and 71.207 or equivalent. (3 units)

**71.295. Introduction to Computers**

Introduction to computer concepts, computer usage, and programming. Overview of computer hardware, software, and software development. Hands-on experience with personal computers in the PC Lab, using existing applications software (such as dBASE III) and customizing applications through programming. (3 units)

**71.296. Physical Data Base Design**

Methodology for the design of (physical) file structures to support large, single,

and multiple file applications in both batch and on-line environments. Data structures; file access methods; file manipulation; trade-offs among performance, complexity, processing cost, and storage cost; backup; and security. Special attention to file structures to support generalized data base management systems. *Prerequisite:* 71.207. (3 units)

**71.297. Data Base Management Systems**

Generalized data base management systems. Special emphasis on the logical or conceptual (as opposed to physical) aspects of those systems: data models as models of the real world; the relational, network, and hierarchical data models; logical data base design; specialized languages for data base management; data base management system facilities; and data base administration. *Prerequisite:* 71.207. (3 units)

**71.298. Independent Study**

(3 units)

**71.299. Master's Thesis**

(3 units)

**DEPARTMENT OF ECONOMICS**

*Professors:* Mario L. Belotti, William F. Donnelly, S.J.

John M. Heineke, Hersh M. Shefrin (*Chair*), Thaddeus J. Whalen, Jr.

*Associate Professors:* Peter Chinloy, Henry G. Demmert,

Alexander J. Field, Carl A. Mosk, Thomas Russell

*Assistant Professors:* Richard T. Coz, S.J., Laurence R. Iannaccone, Linda Kamas

*Michel and Mary Orradre Professor:* Mario L. Belotti

**13.231. Economic Analysis for Business Decisions I**

Economics as it relates to the decisions managers make. General principles of demand, production, and costs and how these principles relate to the traditional functional areas of organization theory, finance, marketing, accounting, and

production management. *Prerequisite:* 71.293. (3 units)

**13.232. Analysis of Economic Conditions I**

The macro, or aggregative, aspects of the economy. The operations of an economic system with particular emphasis on economic forces that influence the level of

income, employment, output, prices, interest rates, and economic growth. Designed to prepare future decision-makers to understand how an economy functions and to help them interpret, analyze, and cope with aggregate economic phenomena. *Prerequisite: algebra proficiency.* (3 units)

### ***13.233. Analysis of Economic Conditions II***

In-depth study and analysis of selected macroeconomic topics, emphasizing the effects of expectations in a process of aggregate dynamic adjustment and the elements of growth theory and macro dynamics. *Prerequisites: 13.231 and 13.232.* (3 units)

### ***13.235. Urban Economics***

Problems of the urban economy. Emphasis on the planning function of managers of urban areas, especially with respect to location, land use, housing, and transportation. *Prerequisites: 13.231 and 13.232.* (3 units)

### ***13.236. Economics of the Public Sector***

The role of government as both producer and regulator in the mixed market economy. Benefit-cost analysis of public sector projects, direct government regulation of industry, antitrust policies and the regulation of competition, and the economics of government bureaucracy. *Prerequisite: 13.231 or equivalent (intermediate microeconomics).* (3 units)

### ***13.237. Economic Analysis for Business Decisions II***

Exploration of a wide range of firm decision problems under a number of assumptions concerning firm goals, market "conditions," and firm technology. Focus on using economic theory as a framework for practical business problem solving. Production capacity, run size, and experience effects; empirical models of cost; avoidance of common pitfalls in business decision-making; economic analysis of complex pricing problems and marketing strategies;

models of business risk; internal pricing; and incentive problems in the decentralized firm. *Prerequisites: 13.231 and 71.200.* (3 units)

### ***13.240. Evolution of the Modern Business Enterprise***

Evolution of modern management structure and techniques and the modern business enterprise that utilizes them. Focus on the interaction between the technologies of transportation, communication, distribution, and production, on the one hand, and organizational structure and procedures, on the other. *Prerequisites: 13.231, 13.232, and 73.265.* (3 units)

### ***13.241. Money and the Economy***

The financial system as a whole. The basic determinants of the supply of and demand for loanable funds, the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors on interest rates, the impact of changes in interest rates, money supply, and loanable funds on the level of economic activity. *Prerequisite: 13.232.* (3 units)

### ***13.242. International Economics***

The international economic environment and the relationship between public policy and international business activity. Emphasis on the application of principles and techniques of economic analysis to foreign trade and the national economy, the means of international payments, foreign exchange markets, investment overseas, balance of payments effects, competition and specialization, national attempts at control, international agreements and institutions, and changing patterns of investment and trade. Lectures, discussions, and short papers on current policy issues. *Prerequisites: 13.231 and 13.232.* (3 units)

### ***13.243. Industrial Organization***

Advanced analysis of competition and business policy, including the theory of price and nonprice competition in various market structures. Emphasis on the

structure, conduct, and performance of various industries. Study of antitrust policy and public utility regulation in terms of their underlying economic rationale and their outcome in practice. *Prerequisite:* 13.231. (3 units)

#### **13.244. *Manpower Problems***

Examination of (1) the manpower implications of technological change in advanced economies, (2) the determinants of technological change, (3) the relative impacts of supply-oriented manpower programs versus aggregate demand measures in dealing with unemployment, (4) education and its economic implications, especially vis-à-vis manpower questions, (5) problems of racial and sexual discrimination, and (6) employment-related aspects of poverty. The course builds on the student's training in macro- and microeconomic theory and quantitative methods to develop an appreciation of and some expertise in the area of human resource questions. *Prerequisites:* 13.231 and 13.232. (3 units)

#### **13.246. *Business and Economic Forecasting***

Introduction to modern, practical forecasting procedures. Data base construction, estimation, forecasting, and evaluation. Basic techniques include econometric modeling, time series, and judgmental methods. Emphasis on application by means of case studies. Attention to both firm specific (micro) and national economy (macro) forecast issues. *Prerequisites:* 13.231 and 13.232. (3 units)

#### **13.252. *Negotiation, Business Strategy, and the Theory of Games***

General techniques for analyzing business problems involving both conflict and cooperation. Emphasis on the negotiation process, from both analytical and behavioral perspectives. The manager as mediator and arbitrator. Use of game theory to conduct strategic analysis internal and external to the firm. Applications to agenda construction, voting procedures, labor negotiation, agency contracting, pricing policy, timing of new product introduction. *Prerequisite:* 13.231. (3 units)

#### **13.262. *Business and the Economy***

Current economic conditions and their likely effects on business decisions. Issues addressed both at the level of the economy as a whole and the level of the firm or industry using both macroeconomic and microeconomic theoretical techniques. The likely course of future prices, interest rates, and production rates in general, as well as the implications of these movements for managerial decisions within specific industries. Considerable emphasis on tracking the various statistics that describe economic performance, as these become available. *Prerequisites:* 13.231 and 13.232. (3 units)

#### **13.298. *Independent Study***

(3 units)

#### **13.299. *Master's Thesis***

(3 units)

## DEPARTMENT OF FINANCE

*Professors:* Francis J. Corrigan, Wayne Y. Lee (*Chair*)

*Associate Professor:* Meir Statman

*Assistant Professors:* Arvind Bhandari, Diana Hancock, Edward R. Omberg,  
Michael E. Solt

### **74.245. *Financial Management I***

Introduction to the basic concepts of valuation and the general problem of financial management, which deals with asset acquisition, financing, and the evaluation of financial performance. The techniques of financial analysis, funds flow planning and forecasting, and the impact of operating and financial decisions on risk. Investment in and financing of short-term assets, the profitability of investment in long-term fixed assets, and the determination of required rate of return for capital investment. *Prerequisites:* 70.216 and 71.200. (3 units)

market equilibrium, production and informational market efficiency. *Prerequisite:* 74.246 or consent of instructor. (3 units)

### **74.249. *Investment Portfolio Management I***

Introduction to the nature and functions of securities markets and the types of financial instruments traded. The organization, operation, and regulation of these markets; analysis of common stocks and bonds, as well as the uses of options and futures contracts for hedging and speculation; rudiments of portfolio management and diversification.

*Prerequisite:* 74.246. (3 units)

### **74.246. *Financial Management II***

Review of the principles of capital budgeting emphasizing the application of valuation concepts to address the issues of long-term financing: optimum capital structure and cost of capital, as well as dividend policy. The uses and characteristics of alternative forms of securities, such as warrants and convertibles; mergers and acquisitions; bankruptcy and reorganization; and leasing. *Prerequisite:* 74.245. (3 units)

### **74.250. *Seminar in Financial Research***

A course designed to enable students to apply their knowledge of finance and research skills to a broad range of finance topics. *Prerequisite:* 74.246. (3 units)

### **74.251. *International Monetary and Financial Relations***

In-depth examination of the functioning of the international monetary system and international financial arrangements. Transfer of international payments, foreign exchange markets, balance of payments, international liquidity, international portfolios and direct investment, international financial markets and institutions, and international banking. *Prerequisite:* 74.245. (3 units)

### **74.247. *Dynamics of the Financial System***

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets, and their implications for the formulation of business financial policy. *Prerequisite:* 74.245. (3 units)

### **74.248. *Seminar in Finance***

The microeconomic foundation of current financial theory and practice. The intertemporal choice problem under certainty and uncertainty, the role of securities in the allocation of risk, asset and contingent claim pricing in exchange

### **74.252. *Risk Management and Insurance***

A comprehensive course dealing with the identification, analysis, quantification, and modification of risk of loss in an organization through the use of cost containment strategies, property and

casualty insurance, as well as self-insurance through captive insurance companies. Emphasis on a practical, realistic approach to aggressive risk control. *Prerequisite:* 74.246. (3 units)

#### **74.253. Life Insurance**

The role of life insurance in economic security; types of life insurance and annuity contracts; selection, classification, and treatment of risks; life insurance law; settlement options and programming; and special forms of life insurance. *Prerequisite:* 74.246. (3 units)

#### **74.254. International Financial Management**

Financial problems of firms operating internationally, including internal and external sources of funds, the foreign investment decision, financial structures, protection against foreign exchange losses, international working capital management, and import and export financing. *Prerequisite:* 74.245. (3 units)

#### **74.255. Real Estate Finance**

Study of the risks, practices, and problems involved in financing and investing in real property. Analysis of the economic background of cities, urban growth and structure, and land use policies, using case studies. *Prerequisite:* 74.246. (3 units)

#### **74.256. Management of Financial Institutions**

The general management and policies of financial institutions, including regulation of financial institutions, interest rate

risk management, liquidity, credit and capital management, investment, commercial and mortgage banking. Computer simulations used to assist in the analysis of bank management decisions. *Prerequisite:* 74.246. (3 units)

#### **74.257. Investment Portfolio Management II**

Advanced issues in investment theory and practice. Specific topics covered vary from offering to offering but are typically drawn from the areas of market efficiency; portfolio and capital market theory; valuation of securities, including options and futures contracts; empirical tests of asset-pricing models; and the investment psychology and behavior of investors and the market. *Prerequisite:* 74.246; 74.249 *strongly recommended.* (3 units)

#### **74.258. Real Estate Investments**

Advanced treatment of investment analysis and portfolio management as applied to real estate investments. Asset valuation theory, appraisal theory, and risk and return measurement. Case studies. *Prerequisite:* 74.245. (3 units)

#### **74.298. Independent Study (3 units)**

#### **74.299. Master's Thesis (3 units)**

## DEPARTMENT OF MANAGEMENT

*Professor:* André L. Delbecq

*Associate Professors:* David F. Caldwell, Jacques Delacroix, James L. Hall (*Chair*), Joel K. Leidecker, Peter K. Mills, Dennis J. Moberg, Barry Z. Posner

*Assistant Professors:* Jeanne M. Logsdon, David R. Palmer

*Acting Assistant Professor:* Mark A. Seabright

### ***73.260. Management I: Organization and Management***

Exploration of the concepts, models, and applications of contemporary organization theory. Goal setting, organization structure, technology, organizational environment, planning and control systems, and formal communication flow, with a stress on applications to ongoing organizational problems. (3 units)

### ***73.261. Social Psychology of Management***

Continuation of 73.268 with emphasis on interpersonal relations and group dynamics, using an experiential (e.g., role-play) approach. Focus on skills such as assertiveness, conflict resolution, small group leadership, and group decision-making. Diagnostic skills emphasized. *Prerequisite:* 73.268. (3 units)

### ***73.263. Managerial Decision-making and Problem Solving***

The use of influence and political analysis in organizational decisions. Emphasis on the implementation process. *Prerequisite:* 73.268. (3 units)

### ***73.264. Personnel Administration***

Exposure to the role and functions of the personnel department in business organizations, with particular emphasis on employment planning, selection, and placement; employee evaluation, training, and development; compensation systems; and legislation impacting personnel policies. *Prerequisite:* 73.268. (3 units)

### ***73.265. Legal, Social, and Political Environment of Business***

Investigation of the political, social, and legal environment in which the business enterprise operates. The historical development of capitalism and the American political economy, contemporary interactions of government and societal institutions with the corporation, and the agenda of issues that constitute business-society interaction in the 1980s. Lectures and extensive case discussions. (3 units)

### ***73.266. Business Policy***

The Capstone Course for the MBA program. Presented from the perspective of a general manager, with particular emphasis on integration of the various functional areas of the firm. Strategic planning, strategy formulation and implementation, industry and competitor analysis, and firm-specific resource analysis. Heavily oriented toward the case method, supported by conceptual and applied readings as well as lectures. *Prerequisites:* 13.232, 71.208, 74.246, and the marketing core requirement (72.280 and 72.282 or 72.291). Should be taken in the final two quarters of the student's MBA program. See also 76.266, Business Policy in High-Technology Firms. (3 units)

### ***73.268. Management II: Organizational Behavior***

Analysis of optimum utilization of human resources in the organization. The contributions of the behavioral sciences to administrative practice, such as human motivation, group dynamics, interpersonal relationships, leadership,

and management of conflict and change.  
*Prerequisite:* 73.260. (3 units)

### **73.269. Communications**

Focus on communication within the organization, with an emphasis on both oral communication (public talks, formal presentations) and written communication (memos, letters, project reports). *Prerequisite:* 73.268. (3 units)

### **73.270. International Management**

Issues and problems confronting managers in international operations, including operational strategies and structures and institutions that negotiate and regulate international operations. Blend of conceptual material and case analyses. *Prerequisite:* 73.268. (3 units)

### **73.273. Seminar in Organizational Behavior**

Application of the conceptual areas discussed in 73.260 and 73.268. Simulated experiential learning involving case analysis, group learning processes, and nonacademic resource personnel. *Prerequisite:* 73.268. (3 units)

### **73.274. Career Development**

Concepts regarding career dynamics in organizations. Students formulate an individual career development plan based on the understanding of organizational concepts; self-assessment of interests, values, and skills; and the study of the professional labor market. *Prerequisite:* 73.268. (3 units)

### **73.275. Society and the Environment**

Seminar on the role of business in modern society, with special emphasis on managerial decision-making. Topics determined by the contemporary business

socio-political milieu. Includes current topical readings, seminar discussion, lecture, case method, and outside resource persons. *Prerequisite:* 73.265; completion of the majority of required courses recommended. (3 units)

### **73.276. Seminar in the Management of Service Organizations**

The general management and policies of post-industrial or service organizations. The shift to a post-industrial economy, problems of productivity in service organizations, the quality of service output, the customer's role in service operations, control mechanisms for employees and clients/customers, and structural designs. Primary emphasis on private sector services, but with some attention to the public sector. *Prerequisite:* 73.268. (3 units)

### **73.297. Seminar in Management Ethics**

Seminar to help managers integrate ethics with management decisions. The goal is to integrate the manager's concern for the welfare of people with competent management. This course is taught by the Charles J. Dirksen Professor of Business Ethics. Specific issues addressed are a function of the current environment and the special interests of the professor. Limited to 20 students. *Prerequisite:* 73.268. (3 units)

### **73.298. Independent Study (3 units)**

### **73.299. Master's Thesis (3 units)**

## DEPARTMENT OF MARKETING

*Professor:* Albert V. Bruno

*Associate Professors:* Dale D. Achabal, Karen F. A. Fox,  
Shelby H. McIntyre, (Chair), J. Michael Munson, Tyzoon T. Tyebjee

*Assistant Professors:* Moshe Handelsman,  
Edward F. McQuarrie

*Executive Lecturer:* Lewis C. Winters

*Glenn Klimek Professor:* Albert V. Bruno

### **72.276. Services Marketing**

Examination of marketing issues unique to the growing service sector, including distinctive features of services, segmentation and positioning, demand management, consumer satisfaction, quality, and productivity. Each student works with a service organization to prepare a marketing audit or marketing plan. *Prerequisite:* 72.280. (3 units)

### **72.277. Product Market Planning and Strategy**

The strategic decision of product and market selection and the role of innovation in light of a firm's objectives. Introduction to the decision process for the management of new products and analytic tools to aid the product manager at different phases of the decision process. Not recommended for students who have taken Business Policy (73.266). *Prerequisite:* 72.280. (3 units)

### **72.278. International Marketing**

The principles, instruments, and institutions of international marketing, issues such as developing foreign markets through exports, licensing, joint ventures, and multinational operations. *Prerequisite:* 72.280. (3 units)

### **72.279. Small Business Entrepreneurship**

Evaluation of venture ideas and the conversion of these ideas into viable ventures. Discussion of cases, lectures, and presentations by guest lecturers who have played a role in starting new enterprises (e.g., bankers, attorneys, entrepre-

neurs). Each member of the class develops a five-year business plan for a new enterprise. *Prerequisites:* 72.280 and 74.245. (3 units)

### **72.280. Marketing Management I**

Analysis of principles and methods of marketing from the viewpoint of management. The role of marketing in business, the nature of marketing organizations and institutions, and marketing decisions and the environmental influences on them. Lectures supplemented by discussion of typical cases in marketing management. (3 units)

### **72.282. Marketing Management II**

Exposure to a variety of decisions required for the effective marketing of goods and services for the consumer, industrial, and nonprofit sectors. Case analysis and a high degree of student participation. *Prerequisite:* 72.280. (3 units)

### **72.283. Buyer Behavior**

Application of the behavioral sciences to the understanding of buyer behavior. Decision processes of both consumer and industrial buyers, including the key concept of the industrial buying center; and influences of such behavioral concepts as motivation, personality, learning, perception, attitude, reference groups, and culture on specific areas of consumer decision-making. A term project of the student's own choosing (related to some aspect of consumer, service, or industrial marketing) constitutes the major portion of the course grade. *Prerequisite:* 72.280. (3 units)

**72.284. Advertising Management**

A study of the role of advertising in marketing, the communication process, the definition of advertising objectives, strategy formulation, budgeting, media selection, copy testing, and evaluation of advertising results. *Prerequisite:* 72.280. (3 units)

**72.285. Sales Management**

Managing the sales function, incorporating current management and quantitative techniques together with concepts from the behavioral sciences. The various duties of the sales manager with particular emphasis on the integrative nature of the tasks. *Prerequisite:* 72.280. (3 units)

**72.288. Concepts and Techniques in Marketing Research**

The application of research methodology to the solving of marketing problems and the application of marketing research to management thinking. Research design and data analysis. *Prerequisite:* 72.280. (3 units)

**72.289. Management of the Marketing Research Process**

Evaluation of marketing research as an input to solving marketing problems; the use and usefulness of marketing research information to marketing managers; more emphasis on information as input to marketing problems than on research design and data analysis. *Prerequisite:* 72.280. (3 units)

**72.290. Retailing**

The problems and opportunities facing retail institutions in today's complex and dynamic environment. Modern management methods and tools for interrelating

marketing and financial strategies. Analysis of case problems involving policy and procedure planning by firms of all sizes. Students observe and analyze an actual retailer. *Prerequisite:* 72.280. (3 units)

**72.291. Industrial Marketing**

Application of marketing techniques to the needs of the producer, re-seller, and government markets. Emphasis on a managerial viewpoint and use of findings from the behavioral and quantitative sciences as the foundation for determining a successful marketing mix. Lectures and case discussions. *Prerequisite:* 72.280. (3 units)

**72.292. Marketing Information Systems**

Focus on the use of information technology as a component in the development of marketing strategy. Students learn how to design, maintain, and organize a marketing information system (MkIS). Central to the course is the analysis of secondary marketing research information. The course highlights the way in which the MkIS can be a competitive weapon and how it can be used as a tool to achieve better customer service. A term paper is required in which an MkIS will be designed for an actual organization. *Prerequisite:* 72.280. (3 units)

**72.298. Independent Study**

(3 units)

**72.299. Master's Thesis**

(3 units)

## INTERDISCIPLINARY COURSES

### **76.212. *Management of the High-Technology Firm Seminar***

Identification and analysis of business issues and problems that are particularly important or unique to high-technology firms. Topics vary from seminar to seminar and include a selection from project management, production, marketing management, personnel management, accounting, investment decisions, economic incentive schemes for innovation, financing, pricing, technological transfer, economic and technological forecasting, and legal issues related to patents and trademarks. Divided into segments of two to four sessions taught by faculty and guest speakers with special expertise

in each topic. *Prerequisites:* 72.280, 74.245, 13.231, 70.216, 71.200, and 73.260. (3 units)

### **76.266. *Business Policy in High-Technology Firms***

A special version of 73.266, the Business Policy course required of all MBA students. Focus on the business definition of development, internal and external analysis of strategic alternatives, and the formulation and implementation of strategy, all from the point of view of high-tech companies. Students may take either 73.266 or 76.266. *Prerequisites:* same as for 73.266; see page 56. (3 units)

## INSTITUTE OF AGRIBUSINESS

*Professor:* Charles E. French (*Director*)

*Assistant Professor:* Randall E. Westgren

*W. M. Keck Foundation Professor:* Charles E. French

### **75.330. *Environment of the Agribusiness Firm***

Introduction to the economic, social, legal, and political environment of the agribusiness firm. Emphasis on current issues both in the United States and in international agribusiness. Characteristics of agricultural industries and the forces that affect and influence the decisions of agribusiness managers. (3 units)

### **75.361. *Agribusiness Production Management***

Application of theory and quantitative methods for management of production activities in agribusiness. Product mix, facility location, production planning and scheduling, inventory management, material requirements planning, and distribution systems. Analysis of problems and case studies through the use of decision science techniques, statistics, and analytical models. *Prerequisite:* 71.200. (3 units)

### **75.370. *Agribusiness Finance***

Financial analysis and financial management problems of agribusiness firms. Emphasis on risk management, financial modeling, and integration with marketing and production management. Structure of capital markets and sources of funds for agricultural operations. Students conduct case analysis and prepare presentations. *Prerequisite:* 74.245. (3 units)

### **75.371. *Managing the Agribusiness Enterprise***

The Capstone Course integrating problems of production, marketing, and finance as they relate to management decisions of agribusiness firms. Policy development and formulation of agricultural operations. Focus on case analysis of agribusiness firms. (3 units)

**75.380. Agribusiness Marketing**

Concepts, processes, and institutions involved in the marketing of products by domestic agricultural firms. Nature of demand for agricultural products, pricing, marketing strategy, promotion, and advertising. Changes in the structure of markets for agricultural products and agricultural industries. *Prerequisite:* 72.280. (3 units)

**75.381. International Agribusiness Marketing and Development**

Concepts, processes, and institutions involved in the international marketing of agricultural products. Size and importance of international markets, international trade flows, tariffs and trade barriers, and role of private firms in economic development. (3 units)

**75.382. Commodities and Futures**

Introductory course on commodities traded on futures exchanges. A highly applied course designed to improve the student's ability to analyze a commodity system and put this to beneficial use. The function and operation of futures markets, price movements and determinants of price, speculative trading ap-

proaches, and technical and fundamental analysis. Students play a computerized trading game where they invest in the commodities market. (3 units)

**75.383. Commodities and Risk Management**

Techniques for price risk management of commodity purchases, inventories, and production. Price forecasting using econometric models, futures contracts, and options are used to mitigate effects of uncertain prices. Lectures are augmented with term projects, computer exercises, readings from current literature. *Prerequisite:* 71.200. (3 units)

**75.390. Field Experience**

A specially designed job situation in which the student studies a problem of particular importance to the company's management. The activity culminates in a written report providing recommendations for action and supporting analysis. (3 units)

**75.391. Independent Research**

A written, in-depth study of a subject, usually involving field collection of data. *Prerequisite:* approval of topic by a member of the Agribusiness faculty. (3 units)

# 12

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## University Religious, Social, and Cultural Life

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### CAMPUS MINISTRY

Campus Ministry functions as a leaven within the University community so that the Living God may be magnified in all people: students, staff, faculty, and alumni. In keeping with the Jesuit tradition of developing the person, and with the ideal that all of us be people for others, Campus Ministry seeks to facilitate growth in individuals and the community by its presence, programs, and services.

The Campus Ministry staff reflects the reality of the Church today: a team of lay women and men, women religious, and clergy, who encourage all members of this community to deepen their religious commitment in "the service of faith, of which the promotion of justice is an absolute requirement" (Decree 4, 32nd General Congregation of the Society of Jesus).

To attain this vision, Campus Ministry offers the University community a variety of programs: liturgies and other sacramental celebrations, retreats, counseling and spiritual direction, educational forums, interfaith sharing and Bible studies. We collaborate with all segments of the community in the planning and carrying out of our programs.

In all of this, Campus Ministry is guided by the words of the prophet Micah: "This is what the Lord asks of you, only this: to act justly, to love tenderly, and to walk humbly with your God."

### STUDENT LIFE

Participation in extracurricular activities is encouraged as part of the total development of the Santa Clara student. The primary educational objective in supporting student activities and organizations is to foster a community that is enriched by men and women of diverse backgrounds and wherein freedom of inquiry and expression enjoy the highest priority.

The following sections describe various aspects of student life and services. More detailed information is provided in the *Student Handbook*, which may be obtained by writing to the Office of the Dean of Students.

## Athletics

The University maintains a well-balanced program of intercollegiate, instructional, and intramural athletics.

Intercollegiate competition for men is conducted in football, basketball, baseball, tennis, water polo, golf, soccer, crew, bowling, cross-country, volleyball, lacrosse, and rugby. Intercollegiate competition for women is conducted in volleyball, basketball, softball, tennis, cross-country, soccer, and crew. All of these sports compete against opponents of recognized national standing.

The University is a member of the National Collegiate Athletic Association, West Coast Athletic Conference, Western Football Conference, and Pacific Soccer Conference.

## STUDENT ACTIVITIES

The Student Activities Office in Benson Memorial Center is available to assist students in maximizing their educational opportunities outside the classroom and to promote the value of community service for all student organizations. The office staff function as advisers to Associated Students, including the Executive Board, Student Senate, Board of Constitutional Review, and Social Presentations. They also advise the Benson Center Program Board, Santa Clara Community Action Program, and Special Olympics Committees.

This office also administers the University recognition procedure for all student clubs and organizations. Students interested in joining a student organization or forming a new club or organization are encouraged to come by the Student Activities Office for more information.

A number of leadership workshops for student organization leaders are offered throughout the year. Workshops cover such topics as membership recruitment and retention, planning effective meetings, leadership transition, publicity, fund raising, program planning, organizational finances, and program evaluation.

Students who desire to participate in a leadership workshop or need advice on any matter relating to a student organization should contact the staff in the Student Activities Office for assistance.

## Student Organizations

Students can become involved in a number of the more than 70 academic, recreational, religious, social, ethnic, and political organizations active on campus. Information on how to join or form an organization is available in the Student Activities Office.

**Santa Clara Community Action Program** The Santa Clara Community Action Program (SCCAP) is a student volunteer organization founded in 1966. The volunteer opportunities that it offers in schools, hospitals, special

educational centers, and the local jail system provide experiences in education, law, medicine, psychology, religious studies, and sociology. This exposure is not only useful in making wise career decisions, but important in the sharing of moral values.

**Debate** Santa Clara has traditionally had one of the strongest intercollegiate debate teams in the western United States. The team participates in approximately ten tournaments annually, including several out-of-state invitationals.

The program is open to participation by all students, and some scholarships are available to those with previous experience in national contests. For information regarding these scholarships, contact the Financial Aid Office.

**KSCU-FM Radio** KSCU-FM is managed and operated by Santa Clara students. It is designed to train students in broadcasting skills and to provide the University community with music, news, sports, and public service information.

**The Owl** *The Owl*, founded in 1869, is the University's literary magazine and the oldest college publication in the West. It invites authors from every academic area to present their works for publication. Published twice a year, the magazine includes essays, journalistic pieces, short stories, poetry, and reviews.

**The Redwood** Having recently published its eighty-second edition, *The Redwood*, the University's student-produced yearbook, continues to record the annual story of the University. Over the years, *The Redwood* has earned a reputation for trendsetting and creativity in text, photography, layout, and graphic design.

**The Santa Clara** As the weekly campus newspaper, *The Santa Clara* reports on current events, sports, entertainment, and people. Outstanding coverage and design recently earned *The Santa Clara* an award that placed it in the top sixth of the country's university papers. All students, both undergraduate and graduate, are welcome to join the staff of nearly 75 students who work in reporting, photography, graphic design, typesetting, advertising, and layout.

## STUDENT RESOURCES AND SERVICES

Listed below are the many service centers established to meet the needs of students. Each center provides a variety of programs to encourage personal growth.

## Career Development and Placement Center

The Career Development and Placement Center provides a variety of services to assist students in clarifying, planning, and achieving their career goals.

A professional staff of counselors offers career counseling to individuals and groups. Workshops are held regularly on career planning, which includes self-assessment, resume writing, interviewing, and job search strategies. Programs have been developed that bring professionals from various fields to present information about career opportunities. A special program of informational interviewing links students with alumni in a variety of fields.

The Career Development and Placement Center maintains strong contacts with employers. Information on internships and cooperative education is available, as well as listings on full-time, part-time, summer, temporary, and work-study jobs. Over 250 local, national, and international employers recruit on campus to fill employment needs, and job career fairs attract many employers to the campus. An extensive file is maintained with names of contacts at employer organizations.

## Counseling Services and Programs

Counseling Services and Programs, located on the second floor of Benson Memorial Center, offers free professional counseling to all undergraduate and graduate students. Confidential psychological counseling in a supportive atmosphere is designed to help students attain greater self-understanding and become more personally effective. Some of the concerns that students discuss with counselors include stress, depression, sexuality, individual identity, and family, friendship, and love relationships. The special issues of minority and international students are recognized. In addition to individual, couples, and family counseling, small groups and workshops related to topics of general interest are frequently offered. Consultation and referral for faculty and staff and training opportunities for graduate students in counseling are also available.

Students in crisis or with urgent needs can be seen immediately on a walk-in basis, and regular appointments through the receptionist can usually be made within one week by calling 554-4172. Counseling hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. and evenings by appointment.

## Student Health Center

Student health services are located in the Cowell Building on campus and are under the supervision of the University physician.

Students may see the physician by appointment or for emergency drop-in services 9:00 a.m. to noon and 2:00 p.m. to 5:00 p.m. weekdays while the University is in session. Nurses are available 24 hours per day every day. There are infirmary beds for those too ill for dormitory or apartment living but not sick enough to need hospitalization.

All full-time undergraduate students and full-time law students are eligible for medical care at the center at no charge as health service fees are part of their regular University fees. Graduate students and part-time undergraduate students, on payment of a minimal health service fee per quarter, are also eligible for medical care. With the exception of repayment for some drugs and laboratory work, no fee is charged to students using the service. Extra insurance coverage for outside care or other special needs is available and recommended for all students. Inquire at the Student Health Center for information or call 554-4501.

All full-time undergraduate and law students are required to have a pre-entrance health examination by their personal physician, as are graduate or part-time undergraduate students who choose Health Center service by paying the health service fee.

## Student Resource Center

The Student Resource Center provides services to help specific student populations achieve a successful and satisfying experience at Santa Clara University. The center also strives to increase the cultural awareness of the University community. Additional services provided in the center include interviews for students considering withdrawal from the University and coordination of the Multicultural Center. The following services are housed within the Student Resource Center:

***Black Student Resources*** Black Student Resources addresses the various needs of black students and promotes understanding and cooperation among members of the University community. The office coordinates peer group support, plans cultural programs, and provides other services to assist black students attending Santa Clara University. The office also acts as liaison between the University and the black communities of Santa Clara and San Jose and serves as sponsor of the black student organization *Igwebuike* to promote mutual interests.

***Chicano Student Resources*** Chicano Student Resources provides support and assistance to students who identify themselves as Chicanos or Latinos. The office offers cultural programs, learning assistance, and community outreach programs. Many activities are sponsored in conjunction with MEChA—El Frente, the Chicano student organization.

***Disabled Student Resources*** Disabled Student Resources assists disabled students with effective participation in all aspects of campus life. The office works with the Affirmative Action Office to assure disabled students of the support services necessary to meet educational goals, serves as liaison between students and community rehabilitation agencies, and promotes campus and program access for all students.

***International Student Resources*** International Student Resources provides services to help international students adjust to the United States and

the University. These services include orientation, special events and speakers, activities with the International Club, and programs such as International Friends, Hospitality, and English Conversation Partners.

**Off-Campus Student Resources** Off-Campus Student Resources assists the commuter student in taking advantage of University student support services and resources. Additionally, the office facilitates interaction between on-campus and off-campus students to encourage more involvement and a sense of community for students not living on campus.

**Women Student Resources** Women Student Resources provides a place where the women of the University can find support, information about women's issues, and community referrals. The office is open to all students, as well as to faculty and staff. Beyond offering support to individuals, the office sponsors various programs ranging from special speakers and workshops to social events for re-entry, graduate, and undergraduate students.

## Teaching and Learning Center

As of Fall 1987 the tutoring functions described below, which were formerly housed in the Student Resource Center, will be added to the functions of the Teaching and Learning Center.

The Teaching and Learning Center, located in the rear of the Varsi Building, assists juniors, seniors, and graduate students who plan to enter graduate or professional studies select a school and secure financial aid. It offers counseling, conducts workshops on writing statements of purpose, maintains a collection of directories and more than 800 catalogs, and arranges campus interviews with various graduate school representatives from California schools as well as those from other states.

For national and international competitions for scholarships in which candidates must be officially nominated or endorsed by the University, the director of the Teaching and Learning Center, together with several members of the faculty, selects the nominees and arranges the endorsements. This office does not award fellowships, scholarships, or other financial assistance for study at Santa Clara or elsewhere. The center also offers support for faculty through faculty development programs such as workshops on teaching and confidential individual evaluations of teaching.

Training in study skills, including coping with test anxiety, is available through workshops or individually. Academic Improvement Groups (AIGs) meet every term to improve general academic adjustment and to help students with time management, study reading, notetaking, and other study skills. Test 'n Tension (TNT) groups help students prepare for and improve performance on different types of exams. For students who want to work on their own, there are self-paced instructional programs in comprehension, grammar, memory, spelling, notetaking, and other study skills. A limited number of opportunities are available for graduate students who wish to work as tutors for undergraduate courses.

# 13

## Facilities

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### Adobe Lodge

Adobe Lodge is the oldest building on campus. Restored in 1981 to its 1822 decor, the Lodge contains a presidential dining room as well as central and private dining facilities for faculty and staff.

### Benson Memorial Center

The Robert F. Benson Memorial Center is the hub of campus life. The Benson Center is designed to meet the various needs of students, faculty, staff, alumni, and guests and to provide an environment for the education of the whole person that continues outside the classroom. Among the many services and facilities available are the Information Desk, Game Room, Cafe St. Claire, Benson Cafeteria, Bronco Corral, Spotlights, Shapell Lounge, a convenience grocery store, parlors, and Williman Room. Also housed in the building are the bookstore and post office, in addition to a number of student services offices and the offices of Campus Ministry and Associated Students.

### Classroom Buildings

Nine classroom buildings house not only some 72 classrooms but numerous administrative offices as well. Mayer Theatre and three Fine Arts buildings also provide special classroom, rehearsal, and performance facilities.

### Computing Facilities

Santa Clara provides both mainframe and personal computing facilities to support educational programs. Free noncredit short courses for both types of computers are offered periodically. Computer labs are typically open from 9:00 a.m. to midnight Monday through Friday, with hours slightly reduced on weekends.

The principal academic mainframe system is a Digital Equipment Corporation VAX-8650 running under the VMS operating system. There is also a VAX-11/750 running under the UNIX operating system. Approximately 75 terminals, located at three centers around campus, can access either of these machines. Both systems operate 24 hours per day, and student access through dial-up ports is also available.

PCs are concentrated in three general-purpose laboratories containing 140 IBM machines and various software packages for word processing, spreadsheet and data-base applications, and programming. Each of these PCs can also function as a terminal to the VAXes. An additional 90 IBM PCs are contained in three special-purpose classrooms: the English Writing Lab, Business School PC Classroom, and Engineering PC CAD Lab. Ten PCs and two ATs are located in three smaller clusters serving the Chemistry, Mathematics, and Physics departments.

The School of Engineering operates an advanced graphics workstation facility containing 50 Hewlett-Packard 9000/320 computer systems with high-resolution color displays. These machines are located in two classroom facilities (twenty systems each) and five engineering laboratories, and are used for computer-aided design (CAD), computer graphics, and software development by all four engineering disciplines. The school also operates eight IBM PC RT workstations used for computer graphics.

Most of the academic computers are connected by an Ethernet local area network (LAN) that provides high-speed communications between the various systems. The VAX-8650 is also a node on the BITNET wide-area network, providing students and faculty with electronic mail and file-transfer connections to over 200 institutions in the United States, as well as others in Canada, Europe, and Japan.

To encourage integration of computing into the curriculum in all disciplines, the University has made over 150 IBM PCs available to faculty in every academic department.

## Cowell Health Center

Cowell Health Center offers health services to students (see pages 70-71). The Cowell Building also houses the Public Safety Office and the University Personnel Department.

## de Saisset Museum

The de Saisset Museum includes American, European, African, and Oriental art, as well as historically important objects from the early days of Mission Santa Clara. In addition to its permanent collection, it features special exhibitions of traditional, modern, and contemporary art.

Museum hours are Tuesday through Friday, 10:00 a.m. to 5:00 p.m.; Saturday and Sunday, 1:00 p.m. to 5:00 p.m.

## Leavey Activities Center

Leavey Activities Center is a widely used extracurricular outlet at Santa Clara. Since the construction of this approximately two acres of recreational facilities, the intramural and recreation programs have achieved 80 percent student participation and maintained a high level of interest in competition, recreation, and social activity.

Included in the center is the Toso Pavilion for basketball, as well as racquetball courts, a volleyball area, swimming pool, men's and women's locker rooms, weight training section, sauna, and steam rooms. With such facilities and activities, the Leavey Activities Center has fulfilled its design for use by students, faculty, and staff of the University. It also continues to serve as a setting for cultural and social events.

A monthly schedule of hours and activities is posted on the Leavey bulletin board. Students must present validated ID cards to an attendant upon entering.

### Louis B. Mayer Theatre

The 500-seat Louis B. Mayer Theatre is designed to provide the traditional proscenium stage common to most theatres, as well as an orchestra pit and thrust elevators that can be raised or lowered electrically. In a remarkably simple procedure, a wall is moved, a few seats are relocated, and the main theatre is reoriented to a new dramatic form that extends the stage into the auditorium so that the audience surrounds the action on three sides.

Mayer Theatre also has a special floor constructed for dance, as well as a large movie screen and film projector.

The Fess Parker Studio Theatre, housed within the Mayer Theatre complex, has no fixed stage or seating. Its "black box" design, complete with movable catwalks, provides superb flexibility in an experimental setting.

### Mission Santa Clara

Mission Church marks the historic heart of the University. Adjacent to the beautiful Mission Gardens, the Church holds regular liturgical and sacramental services and provides an open place for quiet reflection and prayer.

### Nobili Hall

Nobili Hall provides on-campus housing for the University's Jesuit community. The four-story facility, named for John Nobili, first president of the college, contains a dining area and a chapel.

### Michel Orradre Library

The Michel Orradre Library, with 110,000 square feet of space, has some 448,000 books and periodicals, more than 3,400 current periodical subscriptions, and 314,000 microforms. It is an official depository for both California state and U.S. government documents, which number some 255,500.

The library has an open-shelf plan and is open seven days a week for a total of 106 hours.

Holdings in biology, chemistry, and physics are maintained in the Science Library in the Edward Daly Science Center.

Detailed information regarding the use of the Michel Orradre Library is available in the *Library Handbook* published by the library staff.

## Ricard Memorial Observatory

Named after Father Jerome S. Ricard, S.J., Santa Clara's "Padre of the Rains" who was most famous for his "sunspot theory" of weather forecasting, the observatory now houses all of the University's audio-visual equipment.

## Buck Shaw Stadium

Built in 1962 for Santa Clara's varsity football, baseball, and soccer programs, the 10,000-seat stadium and the surrounding practice fields are the outdoor facilities for Santa Clara's highly successful intercollegiate and intramural athletic programs.

# Accreditations and Memberships

ONE HUNDRED AND THIRTY-SEVENTH YEAR  
1987-88

Accredited by the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges

Accredited by the American Assembly of Collegiate Schools of Business  
(Undergraduate and Graduate Programs)

Accredited by the American Bar Association

Admitted to Membership in the Association of American Law Schools  
Accredited by the State Bar of California

Accredited by the Accreditation Board for Engineering and Technology  
(Undergraduate Civil, Electrical, and Mechanical Engineering)

Accredited by the California State Commission on Teacher Credentialing  
Accredited by the American Chemical Society

Admitted to Membership in the National Association of Schools of Music  
Admitted to Membership in the National Association of  
Schools of Theatre

Accredited by the American Association of Museums

Member of the American Council on Education

Member of the Council of Graduate Schools in the United States

Member of the American Council of Learned Societies

Member of the Association of Jesuit Colleges and Universities

Member of the Conference of Western Law Schools

Member of the College Entrance Examination Board

Member of the Association of American Colleges

Member of the Association of Independent California  
Colleges and Universities

Member of the Council for Advancement and Support of Education

Institutional Member of the American Mathematical Society

Academic Member of the Mathematical Association of America

Member of the Western Association of Graduate Schools

Member of the Law School Admission Council



## Officers

### UNIVERSITY ADMINISTRATORS

William J. Rewak, S.J., Ph.D.....	<i>President</i>
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# Index

## A

- Absence, leaves of, 31  
Academic calendar, 7–10  
Academic information, 28–32  
Academic regulations, 30–32  
Academic Resources, *see* Teaching and Learning Center  
Academic standards, 17  
Academic standing, 30  
Acceptance, contingent, 23  
Accounting: concentration in, 36; faculty, 47; course descriptions, 47–48  
Accreditations, 17, 72  
Activities Center, 69  
Admissions: standards, 17; general information, 22–23; deferring, 23; Institute of Agribusiness, 41; J.D.-MBA Program, 43  
Adobe Lodge, 14, 68  
Advisory Board, 77–78  
Agribusiness, Institute of: faculty, 60; course descriptions, 60–61  
Agribusiness, MBA program in: admission, 23; curriculum, 41–42  
Alumni, 19–20  
Application: fee, 22, 24; file, 22; deadline, 23; charges, 24  
Athletics, 63, 69–70, 71

## B

- Benson Memorial Center, 63, 68  
Beta Gamma Sigma, 46  
Black Student Resources, 66  
Board of Regents, 75–76  
Board of Trustees, 74  
Buck Shaw Stadium, 71  
Business management, continuing education in, 45  
Business student organizations, 46

## C

- Calendar, academic, 7–10  
Campus Ministry, 62  
Capstone Course, 34

- Career counseling, 28, 65  
Career Development and Placement Center, 28, 65  
Career seminars, 28  
Chicano Student Resources, 66  
Classroom buildings, 68  
College Work-Study program, 26  
Combined curriculum, 32, 43–44  
Combined Degree Program (J.D.-MBA), 32, 43–44  
Computing facilities, 68–69  
Concentration in Accounting, 36  
Concurrent enrollment, 32  
Contingent acceptance, 23  
Continuing education in business management, 45  
Counseling Services and Programs, 65  
Course descriptions, 47–61  
Course equivalency rules, 38–39  
Course waivers, 36–37  
Cowell Health Center, 65, 69  
Credit, graduate transfer, 34, 40  
Curriculum courses, 35; Agribusiness, 42

## D

- Dean's message, 11  
Debate, 64  
Decision and Information Sciences: faculty, 49; course descriptions, 49–51  
Deferment service fee, 25  
Deferring admission, 23  
Degree requirements, 30–32  
Department of Accounting, *see* Accounting  
Department of Decision and Information Sciences, *see* Decision and Information Sciences  
Department of Economics, *see* Economics  
Department of Finance, *see* Finance  
Department of Marketing, *see* Marketing  
De Saisset Museum, 69  
Development Center, Executive, 45  
Diploma and graduation fee, 25

Disabled Student Resources, 66

## E

Economics: faculty, 51; course descriptions, 51–53  
Electives, 34  
Employment, 17–19, 65; as tutor, 66  
Enrollment, concurrent, 32  
Entrance requirements, 22–23  
Equivalency rules, 38–39  
Examination fee, 25  
Executive Development Center, 45

## F

Facilities, 68–71  
Faculty, 79–84  
Fees: application, 22; miscellaneous, 24–25  
Finance Club, 46  
Finance: faculty, 54; course descriptions, 54–55  
Financial aid, 25–27  
Financial information, 24–27

## G

GMAT scores, 22  
GPA requirement, 30  
Grading, 30  
Graduate transfer credit, 34, 40  
Graduation and diploma fee, 25  
Graduation requirements, 33–39  
Grievances and petitions, 32

## H

Health center and services, 65, 69

## I

Igwebuike, 66  
Incompletes, 31  
Independent study, 34  
Information Sciences, *see* Decision and Information Sciences  
Institute of Agribusiness: faculty, 60; curriculum, 60–61  
Interdisciplinary courses, 59–60  
International Student Resources, 67  
Interviewing techniques, 28, 65

## J

J.D.-MBA Combined Degree Program, 32, 43–44

Job search, 28, 65

## K

KSCU-FM radio, 64

## L

Late registration fee, 24  
Leadership research, 45  
Leaves of absence, 31  
Leavey Activities Center, 69  
Leavey School of Business and Administration, Advisory Board, 77–78  
Leveling examination fee, 25  
Library, 70; *Handbook*, 70; science, 70  
Loans, 26, 31

## M

Management: faculty, 56; course descriptions, 56–57  
Marketing: faculty, 58; course descriptions, 58–59  
Master's thesis, 34  
Masters of Business Administration, *see* MBA Program  
MBA Association, 46  
MBA Program, 17–21; enrollment, 17–18; what graduates say, 20–21; admission, 22–23; residency requirements, 30; readmittance to, 31–32; curriculum, 33–39. *See also* Agribusiness; J.D.-MBA Combined Degree Program  
MBA Student Association membership dues, 24  
*MBA UPDATE* (newsletter), 28  
MEChA—El Frente, 67  
Membership dues, 24  
Mission Santa Clara, 14–16, 70

## N

Nobili Hall, 70  
Nondiscrimination policy, inside front cover

**O**

- Off-Campus Student Resources, 67  
 Officers, University, 73  
 Organizations, student, 63–64  
 Orientation, 33–34; fee, 24  
 Orradre, Michel, Library, 70  
*Owl, The* (literary magazine), 64

**P**

- Petitions and grievances, 32  
 Petitions Committee, 32, 34  
 Placement, 28  
 Placement Center, 28, 65  
 Prerequisites, 33, 35  
 Privacy, rights to, 29

**R**

- Readmittance, 31–32  
 Reconsideration, 23  
 Records, student, 29–30  
*Redwood, The* (yearbook), 64  
 Refunds, 25, 31  
 Regents, Board of, 75–76  
 Registration fee, 24  
 Regulations, academic, 30–32  
 Religious life, 62  
 Request for reconsideration, 23  
 Required courses, waivers of, 37  
 Residency requirements, 30  
 Returned check fee, 25  
 Ricard Memorial Observatory, 71

**S**

- Santa Clara, The* (newspaper), 64  
 Santa Clara Community Action Program (SCCAP), 63–64  
 Santa Clara University: statement of purpose, 13–14; history of, 14–16; location, 16; religious life, 62; student life, 62–63; student activities, 63–64; accreditations and memberships, 72; officers, 73; Board of Trustees, 74; Board of Regents, 75–76; faculty, 79–84

- Scholarships, 26, 67  
 Societies, School of Business and Administration, 46  
 Sports, 63, 69–70, 71  
 Standards, academic, 17  
 Student activities, 63–64  
 Student association membership dues, 24  
 Student body, 17–18  
*Student Handbook*, 62  
 Student health center, 65, 69  
 Student life, 62–63  
 Student loans, 26  
 Student organizations, 46, 63–64  
 Student petitions and grievances, 32  
 Student records, 29–30  
 Student Resource Center, 66–67  
 Student services, 64–67

**T**

- Teaching and Learning Center, 67  
 Theatre, Louis B. Mayer, 70  
 Thesis, applying for Master's, 34  
 TOEFL scores, 22  
 Tool Courses, 33; waivers of, 37  
 Transcript of grades (rush process) fee, 25  
 Transfer credit (graduate), 34, 40  
 Trustees, Board of, 74  
 Tuition and fees, 24–25  
 Tutors, employment as, 67

**V**

- Veterans and veterans' dependents assistance, 26–27

**W**

- Waivers, course, 36–37  
 Withdrawals, 30  
 Women in Management, 46  
 Women Student Resources, 67  
 Work-Study program, 26















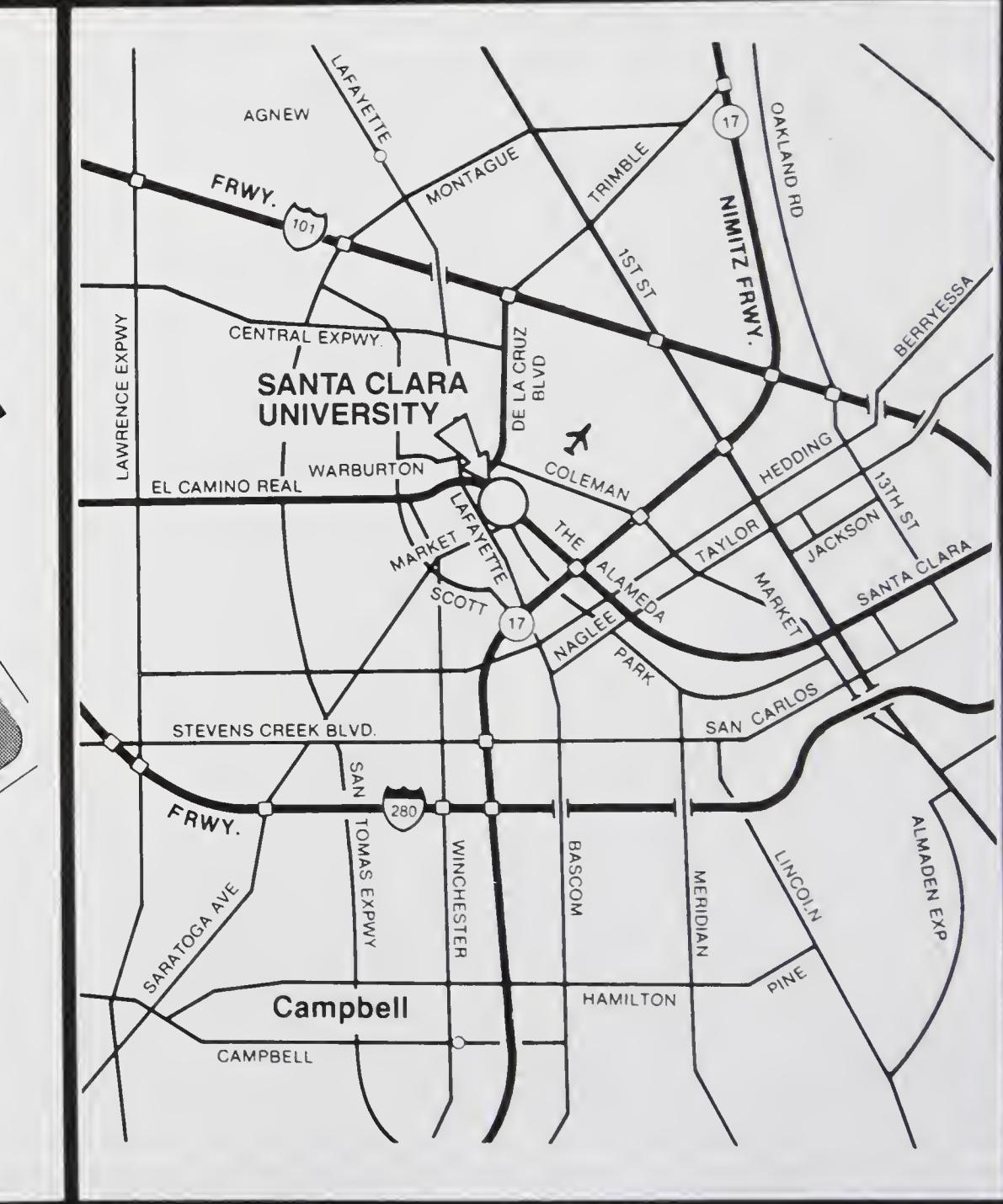
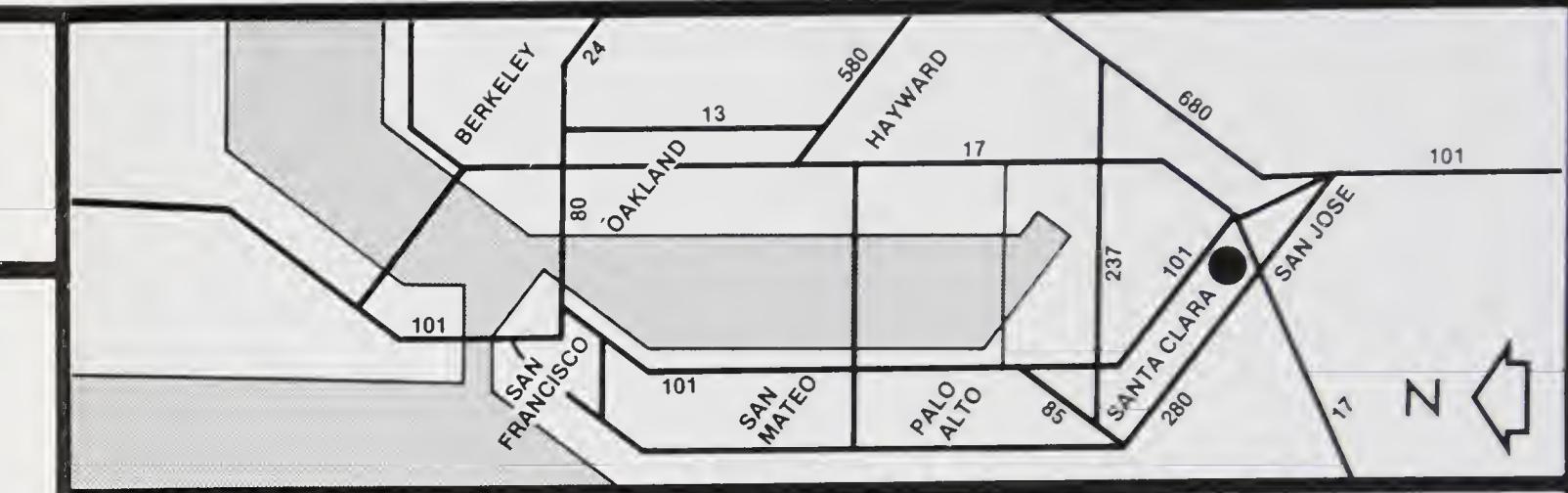
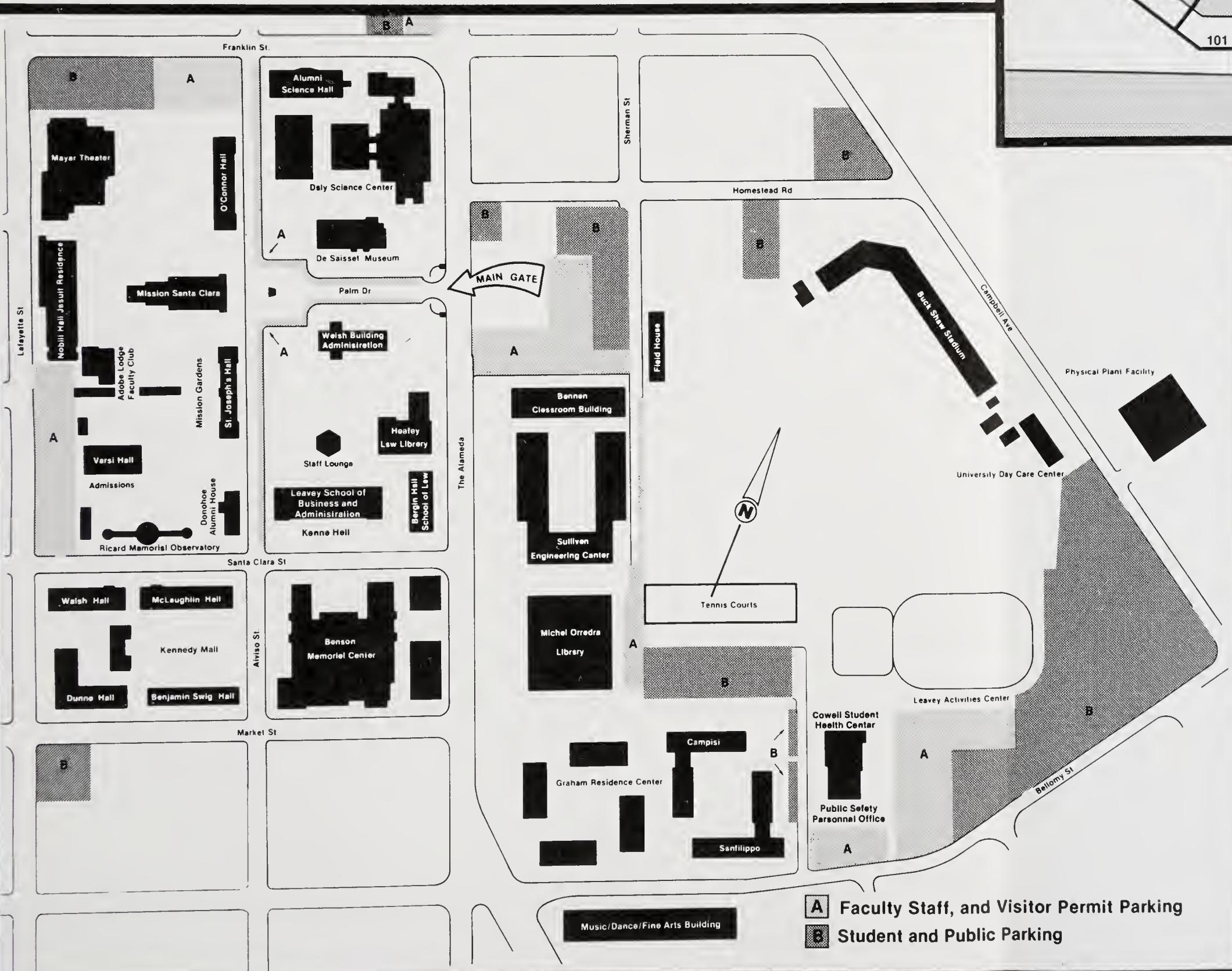








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